

COURSE GUIDE

COURSES OFFERED IN ENGLISH

FHWien of WKW University of Applied Sciences

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



WINTER SEMESTER 2016/17 (SEPTEMBER – JANUARY)

Note: Incoming students are allowed to combine courses from different study programmes!

Overview of courses offered in English

Winter Semester 2016/17

(September – January)

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Austrian Culture & more

COMPULSORY COURSE!!!



Course Title	Austrian Culture & more
Lehrveranstaltungstitel	Austrian Culture & more

COMPULSORY COURSE!!!

Degree Programme	Centre for International Education and Mobility/International Management
Credits	1.0 ECTS
Hours	18 semester weeks/UPW 1.0
Content	<p>This course prepares you for your semester in Austria. We would like to make you familiar with the Austrian culture and the challenges you may face during your semester abroad. The course will focus on interactive contents where you will have the chance to get to know Austrian specific characteristics and the other exchange students as well as the similarities and differences between various cultures. Furthermore, you will get an understanding of stereotypes and reflect prejudices and the definition of “culture” and “cultural identity”.</p> <p>The second part of the course will be the collaboration at our “GO INTERNATIONAL!” Fair, an event dedicated to our regular students, where we inform them about the exchange possibilities. You will support us by representing your home country and university. Participation at the fair is compulsory!</p>

German Language Courses

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



Course Title**A1 German Language****Lehrveranstaltungstitel****A1 German Language**

Degree Programme	Centre for International Education and Mobility/International Management
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 3.0
Semester in Curriculum	Elective
Method of Instruction	Discussions, group work, presentations, homework
Method of Assessment	Continuous assessment; final oral and written examination
Course objectives	Students are able to communicate in a simple manner as long as their conversational partners speak clearly and slowly, and are willing to help. The teaching aims correspond to the A1 level of the Common European Framework of Reference for Languages (CEFR) of 2003 and focus particularly on Austria, its culture and the Austrian way of living.
Content	<p>The following skills and communicative situations are emphasized and practiced throughout the module:</p> <ul style="list-style-type: none"> • Introducing yourself and asking for someone's name • Understanding, exchanging and asking for personal information (e.g. name, age, family status, family background, occupation, job, nationality, place of residence, etc.) • Understanding expressions of daily life as well as simple sentences which achieve the satisfaction of basic needs • Adequately responding to simple questions, orders, comments, announcements on the mail box, public announcements and short conversations • Extracting relevant information from public signs, classified advertisements and written short messages • How to give directions • Writing of short personal messages, postcards and short texts • Formulating of and adequately responding to commonly used requests and demands • Describing stationery used in professional life as well as a company's branches • How to book a hotel room and to notify the hotel staff of possible problems in the hotel room • How to order in a restaurant • How to make or cancel appointments • Understanding and using numbers, amounts, times and price marks • How to go shopping • Speaking about present and past happenings • Practicing of pronunciation • Getting familiar with basic grammar rules and how to use them • Giving a short presentation about yourself and your home country • Grammar: Word order; Wh-questions and Yes/No Questions; definite/indefinite and negative articles, nominative, genitive, dative and accusative; pronouns, plurals and locations; modal verbs, possessive pronouns; present perfect, adjective declensions in nominative and accusative
Literature	Will be announced during the lecture

Course Title	A2 German Language
Lehrveranstaltungstitel	A2 German Language

Degree Programme	Centre for International Education and Mobility/International Management
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 3.0
Semester in Curriculum	Elective
Method of Instruction	Discussions, group work, presentations, homework
Method of Assessment	Continuous assessment; final oral and written examination
Course objectives	<p>The teaching aims correspond to the A2 level of the Common European Framework of Reference for Languages (CEFR) of 2003 and focus particularly on Austria, its culture, economy, history and the Austrian way of living.</p> <p>Students learn to understand commonly used expressions which are related to information about themselves and their environment (e.g. family, shopping, work). They are able to communicate in daily life situations which involve the exchange of basic information and topics they are familiar with. Furthermore, they also acquire the ability to describe their home country, education, their environment and situations related to basic needs. This module focuses on communicative situations of professional life.</p>
Content	<p>The following skills and communicative situations are emphasized and practiced throughout the module:</p> <ul style="list-style-type: none"> • Introducing yourself in a professional context and describing your occupation and tasks • How to ask for information or a person on the phone and how to leave a message • Describing your professional life and talking about office work • How to make appointments for meetings via email or phone in a private and professional context • Exchanging information about work and stressful situations • How to order furniture for the office • How to book a hotel room and express specific needs related to the booking • How to book a table in a restaurant for a business meal • How to invite someone to a business meal and how to react appropriately to someone's invitation • Learning about Do's and Don'ts in business situations and about conversational topics at a business meal; how to small talk • How to thank someone for a favor and how to congratulate someone via e-mail • Talking about public transport and traffic • Talking about preparations for a business trip • How to ask for directions • Formulating of polite requests and wishes • Talking about present and past happenings • Giving a short presentation about yourself, your home country and current affairs; expressing your opinion • Grammar: nouns, personal pronouns and adjectives in all cases; present, present perfect and future; modal verbs; changing prepositions; conditional II, subordinate clauses with "weil, dass, wenn"; text grammar
Literature	Will be announced during the lecture

Course Title	B1 German Language
Lehrveranstaltungstitel	B1 German Language

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

Course Title	B2 German Language
Lehrveranstaltungstitel	B2 German Language

Degree Programme	Centre for International Education and Mobility/International Management
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 3.0
Semester in Curriculum	Elective
Method of Instruction	Discussions, group work, presentations, homework
Method of Assessment	Continuous assessment; final oral and written examination
Course objectives	<p>The teaching aims correspond to the B2 level of the Common European Framework of Reference for Languages (CEFR) of 2003 and focus particularly on Austria, its culture, economy, history, literature and the Austrian way of living.</p> <p>Students are able to communicate about a wide range of topics in a clear and detailed manner, as well as to express a point of view by explaining the advantages and disadvantages of the subject matter. They also possess the ability to understand challenging, longer texts and to extract implicit meanings.</p>
Content	<p>The following skills and communicative situations are emphasized and practiced throughout the module:</p> <ul style="list-style-type: none"> • General and detailed understanding of authentic listening exercises and texts • Exchanging about varieties and variances of German, particularly typically Viennese expressions • Giving presentations about your home country, cultural differences to Austria, your learning styles and strategies as well as intercultural experiences in Austria • Giving oral and written summaries of texts • Speaking and writing about familiar topics, personal interests as well as experiences and happenings • Writing of letters of the editor and reports in a professional context • Writing of cover letters and applications • Writing of detailed letters of complaint • Describing and commenting on images and graphs • Explaining and discussing concepts of culture, stereotypes, prejudices and conventions • Exchanging learning strategies and experiences • Discussing traffic and traffic problems • Sharing experiences related to your holidays, tourism and globalization • Convincing other students of your opinion related to symbols and their culture specific meanings • Giving advice related to happiness, stress and worry • Stating of reasons and consequences • Understanding the meaning and usage of idioms and phrasal verbs • Talking about your professional life, career and income • Grammar revision: prepositional verbs; adjective declension; linking devices with subordinate clauses; indirect speech and passive voice
Literature	Will be announced during the lecture

Business English

Course Title	Business English
Lehrveranstaltungstitel	Business English

Degree Programme	Finance, Accounting & Taxation (FIRST)/Bachelor
Credits	3.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	1st Semester
Method of Instruction	Integrated course in small groups
Method of Assessment	Continuous assessment
Course objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • communicate effectively in a variety of business situations in English (functional English) • understand and use business language phrases in English • understand the main ideas in complex texts on concrete and abstract topics • understand specialised discussions in business contexts • converse fluently and spontaneously, so that normal interactions with native speakers are possible without great difficulty in understanding for either party • express themselves clearly and in detail, verbally and in writing, on a wide range of topics; explain their position on a specific issue and list the pros and cons of alternatives • differentiate between formal and informal situations, in both spoken and written contexts, and respond appropriately to the situation • understand the characteristics of different kinds of texts, and use the correct language when producing them; tailor texts to their target audience
Content	<p>Introductions, apologies, requests, invitations, developing conversations, prompts and responses, discussion of teleworking and modified working hours, techniques for linking and formalising writing, identifying false friends, functional language used by the chairperson in meetings, language for signposting presentations, use of conditional structures in business situations</p>
Literature	Will be announced during the lecture

Course Title	Business English 1
Lehrveranstaltungstitel	Business English 1

Degree Programme	Hospitality & Tourism Management (TM)/Bachelor
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 2.5
Semesters in Curriculum	1st Semester
Method of Instruction	Seminar
Method of Assessment	Continuous assessment
Course objectives	<p>Students who have completed this course can communicate accurately in English, both orally and in writing with guests, customers and business contacts. They can also produce and understand industry-relevant short texts in English.</p> <p>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.</p>
Content	<p>Written and oral exercises on grammar, idioms and vocabulary</p> <ul style="list-style-type: none"> • vocabulary for the areas of gastronomy, nutrition, services in general and Business • Administration, in combination with the relevant areas, integrated in to the lectures • during the semester • customer behaviour • intercultural communication • conversations with customers in gastronomy • applying for internships in the English speaking world • career relevant text genres • media reports of a general and industry-related nature
Literature	Will be announced during the lecture

Course Title	Business English 2
Lehrveranstaltungstitel	Business English 2

Degree Programme	Corporate Communication (KOMM)/Bachelor
Credits	3.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	3rd Semester
Method of Instruction	Literature review, grammar exercises, audio-visual comprehension activities.
Method of Assessment	Written final examination.
Course objectives	<p>Upon completion of this submodule, students will have demonstrated that they are able to:</p> <ul style="list-style-type: none"> • apply and build on the knowledge and language skills acquired in the Business English 1 submodule • identify the basic concepts, specialist vocabulary and current terminology in the areas of branding and corporate identity • chair and facilitate meetings held in English • actively participate in conversations and discussions by expressing their agreement or disagreement; explaining; summarising; proposing consensual solutions; arguing convincingly; taking and defending a position; bringing up points of criticism, and constructively reasoning and negotiating complete job applications (CV and cover letter) in English and conduct a job interview.
Content	<p>Perfection of oral and written communication skills and command of specialist vocabulary and grammar covered in Business English 1</p> <p>Using English to discuss integrated communications, corporate identity, branding and intercultural communication</p> <p>Job application processes in English</p>
Literature	Will be announced during the lecture

Course Title	Business English 3
Lehrveranstaltungstitel	Business English 3

Degree Programme	Hospitality & Tourism Management (TM)/Bachelor
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 2.5
Semesters in Curriculum	3rd Semester
Method of Instruction	Integrated course, exercises, projects
Method of Assessment	Continuous assessment
Course objectives	<p>On successful completion of this module, students are able to:</p> <ul style="list-style-type: none"> • present and analyse figures, trends and market data from a graphical source • produce a written business report • lead and participate in business meetings utilising appropriate moderation and oral communication techniques • identify and apply suitable approaches to sales and business negotiations.
Content	Trends and figures, statistics, budgets, business meetings, sales meetings, negotiations, business reports, agendas, meeting minutes, action points.
Literature	Will be announced during the lecture

Course Title	Business English Language Competence
Lehrveranstaltungstitel	Business English Language Competence

Degree Programme	Management & Entrepreneurship (UF)/Bachelor
Credits	3.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	1st Semester
Method of Instruction	PPT presentation, group work, roleplays, workshop, discussion, reflection
Method of Assessment	Continuous assessment
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • apply the reviewed grammar patterns appropriately and accurately in business contexts • role-play oral business communication skills in standard business situations such as making introductions, receiving and welcoming international guests, and participating in small talk over business lunches • understand business articles and identify key topics and issues • compose short business emails.
Content	Simple present and present continuous tenses, past simple and past continuous tenses, future tenses, present perfect and present perfect continuous tenses, past perfect and past perfect continuous tenses, passive tenses, modal verbs, conditionals, adjectives and adverbs, gerunds and infinitives, reported speech, prepositions, reading business articles for general understanding and discussion, listening for basic understanding and discussion, writing basic business emails, role plays for introductions, receiving visitors, business lunch small talk, entrepreneurial skills vocabulary from team building and personality development.
Literature	Will be announced during the lecture

Course Title	Business English with Focus on Human Resource Management
Lehrveranstaltungstitel	Business English with Focus on Human Resource Management

Degree Programme	Human Resources Management (PWOE)/Bachelor
Credits	3.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	1st Semester
Method of Instruction	lectures, exercises in the form of individual or group work, case-based learning, e-learning, role plays, presentations, independent study (home assignments in the form of individual or group work)
Method of Assessment	Continuous assessment
Course objectives	Upon completion of this submodule, students are able to: <ul style="list-style-type: none"> • understand HRM and HRD written and spoken texts in English • demonstrate a good command of HRM and HRM vocabulary • carry out job interviews in English
Content	<ul style="list-style-type: none"> • Core language and skills focus: HRM, job interviews • Grammar focus: (explored in the context of the company) tenses, gerund and infinitive, conditionals, adjectives and adverbs
Literature	Will be announced during the lecture

Course Title	Business English with Focus on Labour Law and Negotiations
Lehrveranstaltungstitel	Business English with Focus on Labour Law and Negotiations

ATTENTION: You need to have at least basic knowledge in Labour Law and Negotiation Skills!!

Degree Programme	Human Resources Management (PWOE)/Bachelor
Credits	3.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	3rd Semester
Method of Instruction	lectures, exercises, case-based study in the form of individual and group work, e-learning, and independent study
Method of Assessment	Continuous assessment
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • use labour law terminology for written and spoken communication in English • understand English language written and spoken business communications and texts which are related to labour law, e.g. employment contracts • Carry out contract negotiations in English
Content	<ul style="list-style-type: none"> • Core language and skills focus: Labour law and negotiations • Grammar focus: reported speech, reporting verbs, singular and plural, collocations, idioms
Literature	Will be announced during the lecture

Course Title	English for Real Estate Professionals 1
Lehrveranstaltungstitel	English for Real Estate Professionals 1

Degree Programme	Real Estate (IMMO)/Bachelor
Credits	5.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	3rd Semester
Method of Instruction	Integrated course, role plays, group work, discussions, individual assignments
Method of Assessment	Continuous assessment
Course objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • understand and describe detailed property issues couched in complicated language • create a CV in English • cope with property management tasks both orally and in writing • discuss real estate industry organisations • understand a wide range of property-related business correspondence and use it in practice
Content	<ul style="list-style-type: none"> • Work environment (CV, job description, etc.) • Meetings with owners • Real estate industry organisations and associations (CEPI, RICS, etc.)
Literature	Will be announced during the lecture

Course Title	Financial English
Lehrveranstaltungstitel	Financial English

Degree Programme	Management & Entrepreneurship (UF)/Bachelor
Credits	2.0 ECTS
Hours	18 semester weeks/UPW 1.0
Semester in Curriculum	3rd Semester
Method of Instruction	Lectures, group projects, discussion, exercises
Method of Assessment	Continuous assessment and final examination
Course objectives	<p>Upon completion of this sub-module, the students are able to:</p> <ul style="list-style-type: none"> • apply appropriate financial terminology in the main business areas concerning banking and insurance products in the financial sector • apply appropriate financial terminology concerning annual reports, financial statements and key figures ratios • describe and discuss key concepts and current business trends in the above mentioned areas in both written and spoken English • integrate the acquired terminology in a number of case studies.
Content	<p>Business English in the fields of Banking and Finance such as:</p> <ul style="list-style-type: none"> • Banking Products • Balance Sheets, Profit and Loss Accounts • The Stock Market • Mergers and Acquisitions <p>Business English for Trade such as:</p> <ul style="list-style-type: none"> • Trade regulations and organisations • E-commerce • Terms and Conditions of sales contracts
Literature	Will be announced during the lecture

Course Title	Introduction to English for Real Estate 1
Lehrveranstaltungstitel	Introduction to English for Real Estate 1

Degree Programme	Real Estate (IMMO)/Bachelor
Credits	5.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	1st Semester
Method of Instruction	Integrated course, role plays, group work, presentations, individual assignments, discussions
Method of Assessment	Continuous assessment
Course objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • communicate professionally in English in the property business, both orally and in writing • talk with foreign colleagues in the sector about property sales, let-ting, management and financing in Austria
Content	<ul style="list-style-type: none"> • Vocabulary and phrases relevant to the property business • Drafting paperwork • Conducting negotiations and meetings • Principles of/revision of grammar • Location of residential and commercial properties • Professions in the sector in other countries (differences, etc.)
Literature	Will be announced during the lecture

Course Title	English
Lehrveranstaltungstitel	Englisch

Degree Programme	Real Estate Management (IMMO)/Master
Credits	5.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	3rd Semester
Method of Instruction	Group work, discussion, presentations, continuous assessment
Method of Assessment	Written exam
Course objectives	<p>Upon completion of this subject block, students are able to</p> <ul style="list-style-type: none"> • outline the political, economic, legal, tax-related and cultural factors to be considered when making decisions on foreign investment projects, and the significance of each factor • describe the general economic situation in a particular country and identify the key economic parameters • explain the progress made at each stage of a construction project (from planning and submissions for planning permission to implementation and handover) and name the most important construction elements, materials, fixtures and fittings, and building site workers • explain the factors that influence a property's value, the methods used to prepare expert assessments and the reasons for choosing a particular approach • explain the function and significance of due diligence reviews and feasibility studies on the basis of an example • prepare a draft contract which specifies the main parameters of a sales contract or rental or loan agreement and serves as the basis for the legal specialist responsible for drawing up the final contract • read and summarise in simple terms the main points of sales contract or rental or loan agreement • understand and explain key finance and accounting expressions (e.g. required capital, return on investment, yield, default risk, provisions, statement of financial position and of profit or loss, foreign currency loan, etc.), and briefly describe the finances of a company and put its position into words on the basis of a curve (e.g. profit in the past five years, price movements, etc.) • identify the main ethical principles governing business life
Content	Contracts, Red Book des Royal institute of chartered surveyors (RICS), contract negotiations, legal forms of company organisation
Literature	Will be announced during the lecture

Communication, Journalism and Media Management



Course Title	Communication and Organisational Culture
Lehrveranstaltungstitel	Communication and Organisational Culture

Degree Programme	Centre for International Education and Mobility/International Management
Credits	5.0 ECTS
Hours	18 semester weeks /UPW 2.0
Semester in Curriculum	Elective*
Method of Instruction	Lectures, interactive activities, role-plays, case studies
Method of Assessment	Essay; Group Project involving a presentation and report
Course objectives	<p>After completing this course, students should be able to:</p> <p>Understand the basic elements—assumptions, values, and artifacts—of organisational culture, draws on communication and management research findings, and integrate practical applications. Students will be able to identify and realise organisational culture from different points of view, create cultural interpretations, and ultimately make informed work decisions.</p> <ol style="list-style-type: none"> 1. Explain what organisations are and how communication functions within them 2. apply appropriate communication and organisational culture methods and behaviours in an organisational setting 3. assess communication and organisational culture within an organisation to interpret organisational culture and incorporate organisational culture in communication methods 4. recognise and respond constructively to cultural differences in communication.
Content	<p>This course will cover:</p> <ul style="list-style-type: none"> • Explain the meaning of organisation and Organisational Communication • Explain the meaning of Culture and Organisational Culture (Integration of Artifacts, Values, and Assumptions) • Core Characteristics of Organisational Culture • Communicating Culture • The Structure of Organisational Culture • Developing, Managing, and Changing Organisational Culture • Culture Formation • Cultural Maintenance • Cultural Change in Organisations • Creating a Vision of the Organisation and Its Culture • Socializing New Employees to the Culture • Leadership and Organisational Culture; • Personal, Professional, and Organisational Ethics
Literature	<p>Keyton, J. (2012). Communication and Organisational Culture: A Key to Understanding Work Experiences, (2nd Ed.). New York: Sage. ISBN: 9781412980227</p> <p>More details will be announced at the lecture</p>

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

Course Title	Elements of Journalism in Theory and Practice
Lehrveranstaltungstitel	Elements of Journalism in Theory and Practice

Degree Programme	Centre for International Education and Mobility/International Management
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*
Method of Instruction	Lecture-based, with active student participation (in-class group work)
Method of Assessment	Final exam, short written assignments, in-class group work
Course objectives	Participants should gain a more sophisticated understanding of the principles of modern journalism in theory and practice.
Content	Course will combine theory (in the form of readings from well-known practitioners) and practice (in the form of prize-winning journalism) to explore and analyse the current state of Anglo-American journalism. Course held in English. Readings are extensive yet accessible in terms of language level. Course suitable for non-journalism majors. Active in-class participation is requested.
Literature	<ul style="list-style-type: none"> • Main textbook TBC • Several recent Pulitzer-winning series; there will be additional select articles, documentaries/films, podcasts etc. to be used as basis for discussion and assignments.

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

Course Title	Intercultural Communication
Lehrveranstaltungstitel	Intercultural Communication

Degree Programme	Management & Entrepreneurship (UF)/Bachelor
Credits	1.0 ECTS
Hours	18 semester weeks/UPW 1.0
Semester in Curriculum	3rd Semester
Method of Instruction	Lecture, practical examples, case studies, group work, roleplays
Method of Assessment	Continuous assessment
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • reflect on their own cultural and intercultural experiences • discuss and evaluate key concepts and theories in intercultural communication • identify and use appropriate language for doing business across borders • analyse, compare, and present information about different cultures based on research by experts in the field • apply and reflect on the knowledge they have acquired in the form of roleplays
Content	Students' cultural and intercultural experience, key concepts and theories (Hofstede's cultural dimensions), appropriate language for doing business across borders, presentations on different cultures and reflection on the knowledge acquired.
Literature	Will be announced during the lecture

Course Title	Investigative Research
Lehrveranstaltungstitel	Investigative Recherche

Degree Programme	Content Production & Digital Media Management (JOCOBA)/Bachelor
Credits	2.0 ECTS
Hours	18 semester weeks/ UPW 1.0
Semester in Curriculum	5th Semester
Method of Instruction	Seminar with practical projects in teams and graded projects; if applicable involvement of e-learning (20 %) and blended learning elements
Method of Assessment	Exercises and/or project work
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • explain, compare, and contrast investigative journalism and data-driven journalism • describe and rate research techniques used in investigative journalism • describe, plan, and evaluate investigative research strategies as well as the treatment of sources and information • understand the basic structure and operation of data banks • be familiar with and access the most important data sources • research issues in data banks • assess data quality • address critical issues in data and source protection; identify problematic aspects of big data
Content	<p>The course focuses on providing insights and practical experience in investigative research. It includes the following aspects:</p> <ul style="list-style-type: none"> • Outlining the evolution and significance of investigative journalism: from muck-raking to investigative journalism and data-driven journalism • The craft of investigative journalism (techniques and unconventional methods) • From story searching to story finding (specific research strategies) • Fundamentals of data bank research (open data) • Big data, Wikileaks, etc. • researching, filtering, and classifying data • Data quality • Sources and data protection
Literature	Will be announced during the lecture

Course Title	Media trends & Convergence
Lehrveranstaltungstitel	Medientrends & Konvergenz

Degree Programme	Journalism & Media Management (JOUR)/Bachelor
Credits	2.0 ECTS
Hours	18 semester weeks/ UPW 1.0
Semester in Curriculum	5th Semester
Method of Instruction	Seminars with project work using problem-based learning
Method of Assessment	Practice work with graded presentation
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • demonstrate an understanding of and discuss the relationship between social trends and the media • analyse convergence trends and understand how they will affect their careers in journalism • identify and discuss the impact of digital and mobile technology and the cross-media landscape on the media system (focusing on the responsibilities and roles of journalism), content production (key players and editorial teams, new workflows), media consumption and audience reception (e.g. widely dispersed audience and audience dialogue, media socialisation); • demonstrate understanding of the “One Brand - All Media” and open newsroom strategies • discuss the future of the existing media system (including the impact on dual broadcasting, print and established online media)
Content	<ul style="list-style-type: none"> • Relationship between social trends and the media • Impact of digital and mobile technology and the cross-media landscape on the media system (focusing on journalism forums, responsibilities and roles), content production (key players and editorial teams), media consumption and audience reception (e.g. Maletzke’s dispersed audience, media socialisation) • “One Brand – All Media” strategy • Critical reflection upon current developments • The future of the existing media system (including dual broadcasting and new media)
Literature	Will be announced during the lecture

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

NEEDS TO BE CONFIRMED

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

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

Course Title	PR & Public Affairs
Lehrveranstaltungstitel	Organisationskommunikation

Degree Programme	Journalism & Media Management (JOUR)/Bachelor
Credits	3.0 ECTS
Hours	18 semester weeks/ UPW 2.0
Semester in Curriculum	5th Semester
Method of Instruction	Case studies, project, presentation, discussion
Method of Assessment	Continuous assessment, project
Course objectives	Upon successful completion of this module, students will possess a basic knowledge of persuasive communication in and by organisations as well as specific aspects of content design and management in the context of PR and organisational communication.
Content	<p>This course is divided into two parts.</p> <p>In the first part, students develop a basic knowledge of the following:</p> <ul style="list-style-type: none"> • Origins and development of the advertising business in the 20th century • Overview of the Austrian advertising industry • Basic terms, models and concepts in advertising, PR and organisational communication • Internal and external communication • Budgeting, financing • Special problems in advertising, PR and organisational communication • Differentiation from journalistic activities (conflicts, problems) <p>The second part of the course covers aspects of campaign management, public affairs and lobbying. In this context, the following subject areas are covered:</p> <ul style="list-style-type: none"> • Fundamentals of campaign management, public affairs and lobbying • Strategy and strategy planning, tactics • Media strategies, positioning, participatory journalism • Campaign planning and development for candidates • Direct lobbying and its implications • Indirect lobbying: participatory journalism, coalition building & cross lobbying • Crisis management
Literature	Will be announced during the lecture

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

Degree Programme	Centre for International Education and Mobility/International Management
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*
Method of Instruction	Methods of instruction to include: Lectures (via PowerPoint) by the professor, class discussions on articles and other literature, viewing/discussion of Twitter feeds, blogs, Facebook and other social media platforms. Possible guest speakers via Skype that are experts in social media usage and platforms.
Method of Assessment	Methods of assessment include in-class writing (ex. Twitter posts, Facebook updates, Blog posts), other writing assignments done at home and returned the following day, a "quiz" on basic social media terminology and a team project.
Course objective	Social Media in Global Corporate Strategic Communications: <ul style="list-style-type: none"> • Students will be able to examine social media platforms used by corporations to determine if they are using these platforms to positively benefit or negatively impact the strategic communication goals of the company. • Students will be able to create examples of positive and negative uses of social media to handle crisis communications. • Students will be able to understand and explain with certainty the benefits of using social media to reach audiences, control messaging and utilize this platform in the media plan for a strategic PR campaign. • Students will be able to objectively analyse the content of social media platforms and create suggestions for maximizing value.
Content	The content for this course is broken down by topic. There are approximately six different topics covered throughout the two-week course. Each topic includes articles, examples, possible guest speakers and a writing component. It is important for students to get a well-rounded perspective, but also have practice writing for the various platforms of social media.
Literature	The primary source of literature for this course is broken into two categories. First, academic articles on the subjects of social media usage and corporate communications/messaging and branding. There is some burgeoning research in these areas to determine new ways to reach targeted audiences through strategic communication tactics on social media platforms. The second source is journalistic articles on social media usage and corporate communications. Although not classically defined as "literature" the third source of information for this class is social media itself, used on an example basis to demonstrate specific topics and for class assignments.

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

Course Title	Specific Communication Topic
Lehrveranstaltungstitel	Specific Communication Topic

Degree Programme	Corporate Communication (KOMM) /Bachelor
Credits	3.0 ECTS
Hours	18 semester weeks/UPW 1.0
Semester in Curriculum	3rd Semester
Method of Instruction	Discussion, presentation, simulation of a job interview.
Method of Assessment	Written and oral final examination.
Course objectives	<p>Upon completion of this submodule, students will have demonstrated that they are able to:</p> <ul style="list-style-type: none"> • apply the knowledge and experience gained from the Communication Case Study submodule to their work in this submodule • understand, explain and debate a communication management topic in English; discuss the topic in groups and in their year group, expertly using a wider range of specialist vocabulary • compile new material individually and in groups, summarise it in writing and present it orally
Content	Treatment of a communication management topic in English.
Literature	Will be announced during the lecture

Course Title	Entrepreneurial Journalism
Lehrveranstaltungstitel	Entrepreneurial Journalism

Degree Programme	Journalism & Media Management (JOUR)/Master
Credits	2.5 ECTS
Hours	18 semester weeks/UPW 1.5
Semester in Curriculum	3rd Semester
Method of Instruction	Workshop with example cases and discussions, seminar with problem-based learning and eLearning modules
Method of Assessment	Continuous assessment & project
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • achieve business as well as journalistic success in the industry • write and present a business plan • plan the content and business viability of cross-media and multimedia products • appreciate the significance of market and target group analysis, and carry out basic analyses • critically reflect upon comparable media projects which they have worked on in terms of best practice, or analyse and evaluate case studies
Content	<p>An examination of entrepreneurial journalism. In this subcategory of journalism developments such as the commercial rationalisation of editorial offices and new technologies (particularly the growing significance of social media) require journalists to think strategically about their own careers in order to stand out and achieve commercial and journalistic success. Establishing themselves as their own brand requires specific knowledge, and the creation of personal business plans is becoming an increasingly important means of acquiring it.</p> <ul style="list-style-type: none"> • Commercial environment • professional self-awareness (covering freelance journalist through to an self-employed entrepreneur)
Literature	Will be announced during the lecture

Course Title	Investigative Research
Lehrveranstaltungstitel	Investigative Recherche

Degree Programme	Journalism & Media Management (JOUR)/Master
Credits	2.0 ECTS
Hours	18 semester weeks/ UPW 1.0
Semester in Curriculum	1st Semester
Method of Instruction	Seminar with practical projects in teams and graded projects; if applicable involvement of e-learning (20 %) and blended learning elements
Method of Assessment	Exercises and/or project work
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • explain, compare, and contrast investigative journalism and data-driven journalism • describe and rate research techniques used in investigative journalism • describe, plan, and evaluate investigative research strategies as well as the treatment of sources and information • understand the basic structure and operation of data banks • be familiar with and access the most important data sources • research issues in data banks • assess data quality • address critical issues in data and source protection; identify problematic aspects of big data
Content	<p>The course focuses on providing insights and practical experience in investigative research. It includes the following aspects:</p> <ul style="list-style-type: none"> • Outlining the evolution and significance of investigative journalism: from muck-raking to investigative journalism and data-driven journalism • The craft of investigative journalism (techniques and unconventional methods) • From story searching to story finding (specific research strategies) • Fundamentals of data bank research (open data) • Big data, Wikileaks, etc. • researching, filtering, and classifying data • Data quality • Sources and data protection
Literature	Will be announced during the lecture

Course Title	Social Media
Lehrveranstaltungstitel	Social Media

Degree Programme	Journalism & Media Management (JOUR)/Master
Credits	1.5 ECTS
Hours	18 semester weeks/UPW 1
Semester in Curriculum	1st Semester
Method of Instruction	Seminars using problem-based learning and eLearning modules
Method of Assessment	Continuous assessment
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • professionally use the full range of social networks and social network linking in their work • analyse the advantages and disadvantages of a variety of social media strategies and platforms • design production processes and workflows for social networking • execute cross-media linking • communicate professionally with users and employ the principles of media dialogue • plan and successfully execute cross-media crowdsourcing campaigns
Content	<ul style="list-style-type: none"> • Social media strategies • Crowdsourcing campaigns • Cross-media linking • Principles of virtual dialogue • Production processes and workflows
Literature	Will be announced during the lecture

Finance, Taxation and Controlling



Course Title	Business Strategy and Strategic Controlling
Lehrveranstaltungstitel	Business Strategy and Strategic Controlling

Degree Programme	Centre for International Education and Mobility/International Management
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*
Method of Instruction	Lecture, Group work
Method of Assessment	Final examination, groupwork
Course objectives	Upon completion of this course, the students should be able to see the differences between operational and strategic management within a corporation. They should understand the different stages of strategic decisions (corporate, business unit, functional), they should understand the 'stakeholder'-concept and what the players in the near/far environment give to/want from the corporation. The students should show that they have acquired competences to use and apply the most important concepts of strategic analysis.
Content	<p>Business Management – What is it, What business are we in?</p> <ul style="list-style-type: none"> • Analysis – Choice/Options/Implementation - Phases within the Strategy process, • Vision and Mission (Ashridge) • Goals and objectives • Corporate Governance (CSR, Sustainability) • What is the basic goal of strategic management – sustainable competitive advantage – how do we get that? • What are the stakeholders for company – and what are these objectives? • Primary (Employees, Customers, Suppliers, Competition, Shareholders) • Secondary (Banks, Unions, State, Interest groups, Media, ...) • Market-driven vs. resource-based strategy • What is the market providing? • What does the company possess (Resources & Capabilities) • The value chain analysis • How can the company grow? (vertical, horizontal) • What is the Supply-chain (basic) • 'Generic' strategies (Ansoff, Porter) • Organisational Culture, Structure, Control Systems within an organisation
Literature	Will be announced during the lecture

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

Course Title	Corporate Finance
Lehrveranstaltungstitel	Corporate Finance

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

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

Course Title	International Accounting
Lehrveranstaltungstitel	Internationale Rechnungslegung

Degree Programme	Management & Entrepreneurship (UF)/Bachelor
Credits	2.0 ECTS
Hours	18 semester weeks/UPW 1.5
Semester in Curriculum	3rd Semester
Method of Instruction	Lecture, practical examples, case studies, group work, roleplays
Method of Assessment	Final exam (written)
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • name the aims of IFRS financial statements and who they are aimed at • describe the structure of IFRSs and how they are produced • name and describe the basic components of IFRS financial statements (statement of financial position, statement of profit or loss, statement of changes in equity, statement of cash flows, notes) • outline the principles of IFRS recognition and valuation • identify valuation standards for initial valuation (acquisition costs, production costs) and subsequent measurement (fair value, etc.) • use the most important IFRS accounting provisions for preparing accounts and the valuation of line items in a statement of financial position (assets or liabilities) (e.g. intangible assets, tangible assets, investments, leases, inventories, provisions) • summarise the main differences between IFRS and UGB financial statements
Content	<p>International Financial Reporting Standards (IFRS), the aims of IFRS financial statements, who IFRS financial statements are intended for, basic components of IFRS financial statements (statement of financial position, statement of profit or loss, statement of changes in equity, statement of cash flows, notes), IFRS valuation standards (e.g. acquisition costs, production costs, fair value), recognition and valuation according to IFRS (of e.g. intangible assets, tangible assets, investments, leases, inventories, provisions), differences between IFRS and UGB (Austrian Business Code) financial statements, outlook regarding US-GAAP.</p>
Literature	Will be announced during the lecture

Course Title	International Financial Management
Lehrveranstaltungstitel	International Financial Management

Degree Programme	Centre for International Education and Mobility/International Management
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*
Method of Instruction	Lectures (including power point slides) covering various topics. <ul style="list-style-type: none"> Assigned readings and short cases covering lecture topics. Homework covering important quantitative topics, e.g., Exchange rate forecasting models
Method of Assessment	<ul style="list-style-type: none"> Assigned homework (see previous slide) Short quizzes (multiple choice questions covering lecture material) One major exam near the end of the course (short essay questions)
Course objectives	Upon completion of this course, students are able to provide an understanding of issues facing global business firms and global investors to enable effective financial decision making.
Content	<p>This course will focus on:</p> <p>The financial issues facing global business firms and global investors.</p> <ul style="list-style-type: none"> We will explore the impact of exchange rates on businesses and investors. We will examine models which businesses and investors can use to help in forecasting future moves in exchange rates. We will examine strategies which business and investors can use to protect against adverse changes in exchange rates. We will examine other financial issues resulting from the globalization of financial markets. Cross border financing and cross border investing
Literature	Will be announced during the lecture

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

Course Title	International Financial Reporting and Accounting (IFRS/IAS)
Lehrveranstaltungstitel	International Financial Reporting and Accounting (IFRS/IAS)

Degree Programme	Centre for International Education and Mobility/International Management
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*
Method of Instruction	Lecture, short in-class problems, in-class quizzes
Method of Assessment	Final Exam
Course objectives	<p>The students should gain comprehensive knowledge of integrated financial statements, especially in reading and understanding the financial situation of a company. This objective is supported by a case to learn the interaction between profit/loss, balance sheet and cash flow statement.</p> <p>The students should gain a profound theoretical understanding about International Financial Reporting Standards (IFRS/IAS) which covers history and the relationship to the European union. They will learn basic content about the core IFRS by taking their already acquired knowledge in accounting and apply it to IFRS rules. The basic principles should be understood and applied in exercises.</p>
Content	<p>Introduction Accounting</p> <ul style="list-style-type: none"> • Basic Principles of Accounting • Case on Integrated Financial Statement • Internationalisation of Accounting <p>IFRS</p> <ul style="list-style-type: none"> • History and Organization of the IASB • EU's harmonization and the EU's support of IFRS <p>Basic principles</p> <ul style="list-style-type: none"> • Conceptual Framework • Measures of value • Components of financial standards <p>IAS 16 – Property, Plant and Equipment IAS 36 – Impairment of Assets IAS 17 – Lease IAS 38 – Intangible Assets IAS 2 – Inventories IAS 37 – Provisions IAS 12 – Income Taxes</p>
Literature	Script and further information materials will be uploaded in the course Lündenbach/Christian, IFRS Essentials 2012, Vienna 2012

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

Course Title	Investment and Finance
Lehrveranstaltungstitel	Investment and Finance

Degree Programme	Centre for International Education and Mobility/International Management
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*
Method of Instruction	Lecture (presentation) of contents by lecturer, working on case studies, discussion of work in progress and results
Method of Assessment	Presentation of journal papers (10%), 2 case studies (40%) and final written exam (50%). To pass the lecture, the students have to achieve more than 50% on the final exam and more than 50% in total
Course objectives	The students should gain comprehensive knowledge of investment and financing in real business life. Especially, the interaction between investment and finance and the influence on budgeting decisions, is a major lessons learned from this lecture. The students know the difference and instruments of static and dynamic investment tools and can apply them by using computer software. They learn how to interpret a Cash Flow and gain knowledge in the trade-offs between debt and equity financing.
Content	<p>Principles of Management</p> <ul style="list-style-type: none"> • Strategic Key Questions of a company and Stakeholder Management • Understanding the key interactions between integrated financial statements (Case on Profit/Loss, Balance Sheet and Cash Flow Statement) <p>Investment Decision Support</p> <ul style="list-style-type: none"> • Static Instruments: cost and profit comparison, profitability and static amortization • Dynamic Instruments: Net Present Value and Dynamic Amortization, Annuities and Internal Rate of Return • Considering taxes and in investment appraisal <p>Financing</p> <ul style="list-style-type: none"> • Introduction to Cash Flow Analysis • Financial Planning (Integrated Planning and Budgeting) • Working Capital Management (Payables, Receivables and Inventory – Ratios) • Capital Structure Analysis (Equity vs. Debt Financing) • Rating models and ratios • Leverage Effect – Debt & Taxes • Leasing (Operate vs. Finance)
Literature	Script and further information materials will be uploaded in the MOODLE course

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

Course Title	Budgeting & Performance Management
Lehrveranstaltungstitel	Budgeting & Performance Management

Degree Programme	Finance, Accounting & Taxation (FIRST)/Master
Credits	5.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	1st Semester
Method of Instruction	Lecture, case studies
Method of Assessment	Continuous assessment
Course objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • construct performance measurement systems and capitalise on the information generated • manage staff using indicators • implement and assess the remuneration and incentive systems that play a key role in management • derive key performance indicators from a company's key success factors and devise value-adding measurement systems
Content	<ul style="list-style-type: none"> • introduction and performance management, relationship to strategic management and enterprise theory • Value-based management and performance management • Balanced scorecard (BSC) • Dashboard, intellectual property accounting, Skandia Navigator (intellectual capital approaches) • Performance management as an integral component of management processes • Performance management across the supply chain (production, sales, etc.) • Case studies • Independent study and presentation
Literature	Will be announced during the lecture

Course Title	Capital Markets
Lehrveranstaltungstitel	Capital Markets

Degree Programme	Finance, Accounting & Taxation (FIRST)/Master
Credits	5.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	1st Semester
Method of Instruction	Frontal teaching in combination with group work and preparation of case studies
Method of Assessment	Pre-test: 10%, continuous assessment: 10%, final examination: 80%
Course objectives	<p>Students should be able to...</p> <ul style="list-style-type: none"> • Understand the main concepts of modern finance: Theory of Capital Structure, Portfolio theory, CAPM, Efficient Market Hypothesis and Option-Pricing Methods. • Understand the Concepts of Asset Valuation • Use Derivatives as risk-management tools • Know basic concepts of Insurance-theory
Content	<ul style="list-style-type: none"> • Overview of the financial system today, current state of capital markets. Participants, regulations, future. Financial Assets – brief overview. Interest rates, prices, valuation. • Risk and return Theories. Portfolio theory. Diversification, capital markets theory, CAPM. 2 cases. “Markov’s decision and “Hewlett Foundation “portfolio construction • The equity market. Corporate stock. Valuation. Fundamental vs. technical analysis. Stock market. Efficient market hypothesis. Raising capital. “Wal-Mart stock valuation” case. Debt markets. Risks and valuation. • Financial derivatives. Financial forwards, financial futures, swaps. Options: pricing options I. binomial trees. Pricing options II. Black-Scholes model. Option Greeks. • International transactions and currency values. Trade and finance. Forward market for currencies. Functions of forward exchange. • Derivative usage: FX market structure. Eurocurrency Markets, Forward contracts and interest rate parity. Forwards, Futures, valuation, hedging and markets. • Mortgage Market. Market for collateralised Mortgage obligations. Mutual Funds, Pension Funds, Insurance Companies, Finance Companies and Other financial institutions. • The economic theory of risk and insurance. Classes of risk, cost of risk. Assumptions of risk. Cost of risk-taking. Theory of risk premium – recent developments in capital markets
Literature	Will be announced during the lecture

Course Title	Financial Planning, Performance and Control
Lehrveranstaltungstitel	Financial Planning, Performance and Control

Degree Programme	Finance, Accounting & Taxation (FIRST)/Master
Credits	5.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	1st Semester
Method of Instruction	Frontal lecture, combined with case studies and group work.
Method of Assessment	Written exam (100%)
Course objectives	<ul style="list-style-type: none"> • After completion of this module, students will be able • to distinguish between the concepts of "management accounting" and "controllership" and to develop appropriate systems; • to recognize the essential instruments and tools of management accounting and apply these tools, especially in the areas listed above; • to understand and apply the widely accepted concepts and metrics that are used in international controlling settings; • to compete for international CMA exam, if desired.
Content	<ul style="list-style-type: none"> • External Financial Reporting Decisions • Planning, Budgeting and Forecasting • Performance Management • Cost Management • Internal Controls
Literature	Will be announced during the lecture

Degree Programme	Entrepreneurship – Executive Management/Master
Credits	6.0 ECTS
Hours	18 semester weeks/UPW 3.0
Semester in Curriculum	3rd Semester
Method of Instruction	Simulation of situations involving M&A transactions, review of case studies, guest lectures by experts, self-study
Method of Assessment	Continuous assessment
Course objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • describe the stages of an M&A process • pick out the key success factors and most common mistakes in M&A transactions • list the central elements of an investment package, and identify the types of information that must be provided to top management during an M&A transaction • give recommendations on whether business partnerships should take precedence over acquisitions • outline the applicable legal principles and documents required for takeovers and partnerships • describe the content and procedure of a due diligence audit (e.g. strategic, cultural, financial and legal fit) • manage acquisition and valuation negotiations, and reflect critically on the results of such negotiations • prepare a post-merger integration programme, and describe the role of related communications activities
Content	Exogenous vs. endogenous corporate growth, mergers, takeovers, joint ventures, strategic partnerships, types of M&A transaction (horizontal, vertical and conglomerate acquisitions), friendly vs. hostile takeovers, Austrian takeover law (e.g. public offers and obligatory offers), M&A participants (e.g. acquiring company, target company and M&A advisers), factors leading to the success or failure of M&A transactions, structure of M&A processes, objectives of acquisitions (e.g. leveraging synergies and achieving scale economies), due diligence audits (e.g. strategic, cultural and legal fit), company valuation, takeover negotiations, contract formulation, post-merger integration, synergies, acquisition controlling (e.g. economic value added method), value reporting, special features of foreign acquisitions, empirical studies on M&A, accounting for M&A transactions under the Austrian Business Code (UGB) and International Financial Reporting Standards (IFRS) (e.g. goodwill and impairment)
Literature	Will be announced during the lecture

General Management



Course Titel	Change Management
Lehrveranstaltungstitel	Change Management

Degree Programme	Centre for International Education and Mobility/ International Management
Credits	4.0 ECTS
Hours	18 semester weeks / UPW 2.0
Semester in Curriculum	Elective*
Method of Instruction	The instructor employs the Socratic Method in teaching this class. Rather than simply the traditional lecture, the teacher will be asking questions and providing cases and examples to encourage the student's participation and to facilitate a deeper understanding of the course material. Rather, we will build the discussion on answers given.
Method of Assessment	<p>Each student will be assigned to a group, to present a project before the class. The cases will be handed out early in the session. The project will consist of a written analysis and a 5 to 7-minute presentation, followed by a 5-minute Q&A. The intent is for the students to amplify on materials covered in the course, applying this material to a "real" situation using PowerPoint, and/or other creative and entertaining delivery vehicles. Thoroughness, objectivity and articulation will be the basis for the grade given.</p> <p>The students will be asked to submit short synopsis of significant articles provided through the Moodle site. The final exam will be multiple choice questions short answers and a short case and will be comprehensive. Students will be responsible for learning both the reading, and information provided by class discussions and group case presentations.</p>
Course objectives	<ul style="list-style-type: none"> • Understand the change process, the dynamic nature of the business environment, and the resultant effects of rapid change on an organisation and its stakeholders. • Understand the basic causes of change, and resistances to change, in the business world. • Learn the methods of effectively anticipating, influencing and implementing change in corporate settings with differing corporate cultures. • Understand the role of leadership in effectively managing change.
Content	The rapidly changing technological and global markets present business managers with new opportunities and challenges that require "out of the box" thinking and decisions. With this in mind, we will explore many of the issues organisations face in trying to achieve their strategic objectives and satisfy the needs of their customers, beginning with a discussion of general principles and then addressing more specific strategies and tactics as the semester progresses. Readings will provide much of the framework for the course. Though ESCM students are not required to purchase the two texts, most of the class information and theory will be derived from them. Critical chapters will be available on the Moodle site along with other critical and very current writing in the area of change management. material
Literature	Will be announced during the lecture

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

Course Title	Economics
Lehrveranstaltungstitel	Volkswirtschaftslehre

Degree Programme	Management & Entrepreneurship (UF) / Bachelor
Credits	3.0 ECTS
Hours	18 semester weeks / UPW 2.5
Semester in Curriculum	1st Semester
Method of Instruction	PPT presentation, discussion, review and presentation of case studies
Method of Assessment	Final exam (written)
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • understand the key aspects of the economic conditions which businesses operate under, and analyse the impact of these factors on operational decision making • understand basic economic texts or discussions, and appreciate their relevance to current issues in business administration • define a selection of micro and macro-economic terms and models (e.g. GDP, inflation, unemployment, demand and supply, marginal utility, marginal costs, elasticity) and apply them in up-to-date contexts
Content	<p>Fundamental concerns of economics, microeconomics, supply and demand functions, market equilibrium, elasticity, consumer theory, production and cost theory, types of markets (e.g. monopoly, oligopoly, perfect competition), environmental economics, macroeconomics, economic policy, the public sector, history of economics (e.g. Keynesianism, monetarism), economic cycles and growth, fiscal policy (e.g. taxation, government expenditure), monetary policy, inflation and interest rates, government employment policy, theories of foreign trade and globalisation, social policy.</p>
Literature	Will be announced during the lecture

Course Title	European Union Law
Lehrveranstaltungstitel	European Union Law

Degree Programme	Corporate Communication (KOMM) and Marketing and Sales (MARS)/Bachelor
Credits	3.0 ECTS
Hours	18 semester weeks/ UPW 2.0
Semester in Curriculum	5th Semester
Method of Instruction	Comprised of a blend of lectures and exercises or case studies
Method of Assessment	Continuous assessment
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • understand the development of the EU and its institutional structures • outline the various sources of EU law • explain the relationship between EU and national law • understand the enforcement of EU law • Assess fundamental freedoms and their implications for commerce in the EU.
Content	<ul style="list-style-type: none"> • Origins of the European Union (EU) • EU institutions • Sources of EU law • Relationship between EU law and national law • Enforcement of EU law • Fundamental freedoms
Literature	Will be announced during the lecture

Course Title	Event Management
Lehrveranstaltungstitel	Event Management

Degree Programme	Centre for International Education and Mobility/International Management
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*
Methode of Instruction	Lecture-based/in-class activities
Methode of Assessment	Assignment #1 – Event Critique Assignment #2 – Event Proposal/Event Plan Midterm Exam Assignment #3 – Event Proposal Presentations Assignment #4 – Sponsorship Package
Course objectives	<p>Upon successful completion of this course students shall be able to:</p> <ul style="list-style-type: none"> • Collect and interpret research to plan, design, promote, and implement an event • Analyse contracts and liabilities • Produce a budget for a specific event • Perform as a team member with fellow students • Discuss, describe and evaluate different types of events and festivals dominating today’s market place. • Differentiate between for profit and not for profit events • Deliver Risk and Feasibility Study for event. • Analyse the economic benefits of special events. • Prepare a strategic plan and event proposal. • Differentiate between fundraising and sponsorship and discuss strategies for the same. • Develop a comprehensive event plan. • Develop a marketing communications strategy that includes public relations and advertising. • Develop an implementation plan for crisis management. • Develop leadership skills.
Content	<p>Event Management is a rapidly developing business practice. This course will enable students to be effective managers in planning and staging special events for Tourism, Cultural, Business and Sporting Events. Special Events are a significant segment of the Tourism Industry, exemplified by the meetings, conventions, exhibitions and incentives business. Cities plan thousands of sporting events and festivals to attract tourists. Also there are innumerable private celebrations including weddings, parties, and ceremonies. Students will be able to plan all aspects of special events from concept and design, marketing and promotion, risk management, staging and staffing, operations and logistics, safety and security to monitoring and evaluation of the event.</p> <p>Detailed Course Description</p> <ul style="list-style-type: none"> • Discuss, describe and evaluate different sizes, types, characteristics and complexities of special events. • Develop a systematic approach to planning, developing, and marketing of special events, including festivals, celebrations, exhibitions and special corporate events and events within events. • Provide practical planning and marketing methods and techniques for use by corporate, not-for-profit and event marketing organisations including feasibility and risk assessment. • Differentiate between fundraising and sponsorship and discuss strategies for the same

	<ul style="list-style-type: none"> • Use strategic marketing to acquire event audience and forge successful corporate alliances (Stakeholders or partners). • Develop a comprehensive event plan incorporating: a strategic and operational plan, sponsorship strategy, marketing plan (including target markets, communication strategy), financial and risk management assessment and event evaluation. • Examine the costs and benefits (both economic and social) of special events. • Examine careers and employment opportunities in a constantly changing environment and relative industry organisations.
Literature	<p>Event Management for Tourism, Cultural, Business, and Sporting Events by Lynn Van Der Wagen and Brenda R. Calos</p> <p>** Additional handouts/case studies etc.</p>

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

Course Title	Internationalisation Strategies
Lehrveranstaltungstitel	Internalisierungsstrategien

Degree Programme	Management & Entrepreneurship (UF)/Bachelor
Credits	3.0 ECTS
Hours	18 semester weeks / UPW 1.5
Semester in Curriculum	3rd Semester
Method of Instruction	Lecture, practical examples, case studies, group work, roleplays
Method of Assessment	Continuous assessment
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • understand the challenge of international expansion holistically – from the strategic, financial and cultural points of view • describe the cultural considerations in international strategy • outline models for structured selection of markets for expansion and use them correctly • develop a suitable organisational structure for international expansion activities
Content	Influencing factors in the international expansion process in terms of distribution and supply chain, macroeconomic factors along the industrial and corporate value chain, strategic international development methods (including M&A and post-merger integration), embedding international activities in organisational structure.
Literature	Will be announced during the lecture

Course Title	Management and Entrepreneurship
Lehrveranstaltungstitel	Management and Entrepreneurship

Degree Programme	Management & Entrepreneurship (UF)/Bachelor
Credits	6.0 ECTS
Hours	18 semester weeks / UPW 3.5
Semester in Curriculum	1st Semester
Method of Instruction	PPT presentation, discussion, case studies, group work (incl. presentations)
Method of Assessment	Continuous assessment
Course objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • appreciate the scope of the field of business administration • define the concepts of entrepreneurship and a business model, and explain motives for starting-up a business • outline the principles of an entrepreneurial mindset and approach to business • recognise the legal frameworks which are of relevance to entrepreneurship • describe the key elements of a business strategy • outline the strategic options which remain open to a business, and develop a specially designed strategy based on the targeted application of strategic tools • develop a coherent marketing strategy based on the business strategy, and prepare for its implementation using marketing tools • analyse a business's material requirements and optimise the identified order processes • appreciate the role logistics plays in the use efficient use of the factors of production • compare and contrast the advantages and disadvantages of various manufacturing processes • assess the benefits of increases in capacity on the basis of investment appraisal calculations • identify and explain the main sources of finance which are available to a company • make simple accounting entries, prepare an annual financial statement derived from these entries, and use indicators to analyse it • explain the elements of a cost account and use it to help prepare for operational decisions • analyse the advantages and disadvantages of various approaches to organisational structure and processes • describe the tasks of human resources management • classify leadership styles and identify key staff motivation levers • use key business administration terminology in English • describe and discuss relationships between different aspects of business administration in English, both orally and in writing
Content	Introduction to business administration, entrepreneurship, selection of premises, management, strategic management, sales and marketing, procurement, logistics, production, investment appraisal, financing, knowledge management, bookkeeping, accounting, cost accounting, management control, organisational structure and processes, corporate culture, human resources management, management of staff, business terminology.
Literature	Will be announced during the lecture

Course Title	Personality Development
Lehrveranstaltungstitel	Grundlagen der Persönlichkeitsentwicklung

Degree Programme	Management & Entrepreneurship (UF)/Bachelor
Credits	2.0 ECTS
Hours	18 semester weeks/UPW 1.0
Semester in Curriculum	1st Semester
Method of Instruction	PPT presentation, group work, roleplays, workshop, discussion, reflection
Method of Assessment	Continuous assessment
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • recognise and communicate their own needs • define personal development goals and devise strategies to achieve them • work with an open mind, respect the work of others, and accept opinions which are different to their own • critically reflect upon their actions, attitudes and goals • identify, reflect upon and show practical awareness of the differences between observations and value judgements, and objectivity and subjectivity
Content	Respecting the contributions of other team members, dealing with feedback, self-reflection, need recognition and fulfilment strategies, personal objectives, instigators
Literature	Will be announced during the lecture

Course Title	Real Business Simulation
Lehrveranstaltungstitel	Real Business Simulation

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

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

Course Title	Selected fields of European Business Law
Lehrveranstaltungstitel	Selected fields of European Business Law

Degree Programme	Corporate Communication (KOMM) and Marketing and Sales (MARS)/Bachelor
Credits	3.0 ECTS
Hours	18 semester weeks/ UPW 2.0
Semester in Curriculum	5th Semester
Method of Instruction	Comprised of a blend of lectures and exercises or case studies
Method of Assessment	Continuous assessment
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • understand areas of European regulation which are of relevance to communications, marketing and sales, e.g. competition law, foreign trade regulations and data protection law • analyse legal problems contained in case studies from a business perspective and propose legally compliant solutions
Content	<ul style="list-style-type: none"> • Competition law • Legal principles of common trade policy • Provisions of communications regulations • Case studies
Literature	Will be announced during the lecture

Course Title	Strategic Management
Lehrveranstaltungstitel	Strategisches Management

Degree Programme	Management & Entrepreneurship (UF)/Bachelor
Credits	3.0 ECTS
Hours	18 semester weeks / UPW 2.0
Semester in Curriculum	3rd Semester
Method of Instruction	Combination of lectures, case study review, discussions, group work and presentations
Method of Assessment	Continuous assessment
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • name the components of a methodical, complete strategic planning process • develop strategic direction for an organisation and prepare implementation • use tools for analysis, discovering options and implementation phases as appropriate, interpret the results and derive practical recommendations from them • analyse the value chain within a business, propose measures for optimisation and implement these using a suitable change management strategy • name the key components needed for setting up strategic control
Content	<p>Vision, mission, mission statement, strategic concept, strategy development, strategy formulation at the corporate level, business segments, portfolio analysis tools (e.g. BCG matrix, McKinsey matrix), internal and external development of business segments, strategic alliances, diversification strategies, strategy formulation at business segment level, competitive advantage, differentiation, cost leadership, experience curve effect, strategic game board, innovation, SWOT analysis, potential analysis, market environment analysis (macro environment, micro environment), Porter five forces model, (core) competences, strategy implementation, strategic early warning systems, strategic control.</p>
Literature	Will be announced during the lecture

Course Title	The Globalising World of the Multi-National Companies
Lehrveranstaltungstitel	The Globalising World of the Multi-National Companies

Degree Programme	Centre for International Education and Mobility/International Management
Credits	5.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*
Method of Instruction	<p>Methods of teaching and learning are based on adult learning techniques and self-directed learning. Each session explores the concepts and provides the information on the study topic. Exercises and role plays are used to test international business insights and skills, while case studies and instructional material documenting the experiences of organisations in international business are included. Current issues in international business including readings will be issued in class discussion as they arise during the course.</p> <p>The course is interactive and requires a high level of involvement from students during the class sessions. Students are expected to come to class prepared. It is expected that students will read any material supplied before coming to class. Students required to present during a class session, are expected to be prepared and ready to present their materials to the class at the specified time. Those students not presenting are expected to have reviewed the readings and cases, listen to the presentations, and ask questions appropriately. Students are also expected to participate in all class discussions. Beyond the required reading, students are encouraged to use other resources.</p>
Method of Assessment	Two Assignments and one final written examination
Course objective	<p>This course is based on the premise that we live in a global age. A very complex, rapidly changing environment which is difficult to fully grasp the significance for business. However, it is important that business understands the sheer magnitude, diversity and complexity of globalization which involves almost everyone, everything and every place, each in immeasurable ways. Multi-National Companies (MNCs) through intelligence and skillful management are able to develop markets and negotiate optimum production locations. In turn the resulting location patterns show up around the world as key areas of industrial development and or industrial excellence.</p> <p>The objective of the course seeks to develop an ability to analyze global processes and flows which impact on business from a strategic perspective. In addition, it aims to provide participants with the knowledge and skills to analyze industries and MNCs business to see how they have evolved in recent years in such a complex and changing global environment and their likely future success.</p> <p>The assessment requires the students to identify a MNC they believe has adapted their business over time to be successful in the current world market. The students are required to review the evolution of the industry in which the MNC is located and trace the development and evaluate the success of the current strategy of the MNC.</p> <p>Learning outcomes</p> <p>On completion of this course students should be able to:</p> <ul style="list-style-type: none"> • explain globalisation, the drivers and the changing global economy of twenty first century including the Americanisation of the international world and growing focus on consumerism. • recognise and explain the major international process and flows which impact on the global environment • identify and understand the role of the key institutional and financial structures governing the global economy

	<ul style="list-style-type: none"> • recognise, explain and predict the global flows of people and environmental influences which impact on the management of MNCs and business enterprises • identify, describe and explain negative flows and process which cause change to MNC operations • identify, describe and explain the patterns of specified industries throughout the world – eg world auto industry or world food industry • analyse and synthesise MNCs to explain their adaptation to the global environment over time and evaluate their current strategies
Content	<p>Part I. An Introduction to the Global World facing the MNC</p> <p>1 Globalisation and the MNC</p> <p>Part 2. Global Flows and Processes facing MNC</p> <p>2. Global Political Flows and Processes</p> <p>3. Global Financial and Economic Structures and Processes</p> <p>4. Global Economic Flows and Processes</p> <p>5. Global Cultural Flows and Processes</p> <p>6. Hi-Tech Global Flows and Structures</p> <p>7. Global Flows of People</p> <p>8. Global Environmental Flows</p> <p>9. Global Negative Flows and Processes</p> <p>Part 3 Global Patterns of Industry</p> <p>10 Auto industry and/or, Food industry</p> <p>Part 4 Changing World of the MNC</p> <p>11. The Adaption of the MNC to the Globalising World.</p>
Literature	Current readings and materials will be announced during the lecture.

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

Course Title	Corporate Governance and Business Ethics
Lehrveranstaltungstitel	Corporate Governance und Unternehmensethik

Degree Programme	Entrepreneurship – Executive Management/Master
Credits	1.0 ECTS
Hours	18 semester weeks/UPW 1.0
Semester in Curriculum	1st Semester
Method of Instruction	PPT presentation, group work, case studies, workshop, discussion
Method of Assessment	Final examination (written)
Course objectives	<p>Upon completion of this submodule, students are able to:</p> <ul style="list-style-type: none"> • define and differentiate between the terms corporate governance, business ethics, corporate social responsibility and socially responsible management • examine why companies, staff and management should take responsibility for the environmental and social impacts of their business activities • identify and discuss ethical issues related to management, leadership and strategy, and analyse potential areas of conflict in project and management situations, e.g. how is it possible to align social and environmental responsibility with strategic management? • apply appropriate approaches to corporate governance and business ethics in practice and carry out hands-on implementation • critically examine the opportunities and limitations of employing corporate social responsibility as a management tool
Content	Corporate governance, business ethics, corporate social responsibility, socially responsible management, sustainability, corporate ethics, responsible decision making.
Literature	Will be announced during the lecture

Course Title	Cross Cultural & Diversity Management
Lehrveranstaltungstitel	Cross Cultural & Diversity Management

Degree Programme	Communication Management (KOMM)/Master
Credits	2.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	3rd Semester
Method of Instruction	Lecture, exercises, project work, individual work, group work, case studies.
Method of Assessment	Final exam
Course objectives	<p>Upon completion of this module, students will have demonstrated that they are able to:</p> <ul style="list-style-type: none"> • identify and name the similarities and differences between different cultures • identify culturally specific features of communication • identify and resolve intercultural conflicts • appreciate the challenges involved in working as part of an intercultural team • assess the relevance of diversity issues at a micro, meso and macro level • understand the diversity related challenges which society and companies face • understand diversity related opportunities and risk, and implement strategies to exploit the opportunities and the avoid risks • understand diversity related opportunities and risk, and implement strategies to exploit the opportunities and the avoid risks
Content	<ul style="list-style-type: none"> • Models of culture and terminology • Cross cultural, diversity and gender competencies • Avoiding conflict in these areas • The challenges of managing multinational teams in companies • Diversity and gender issues in Austrian and other cultures; cultural sensitisation • Prerequisites and obstacles • Implementation in organisations • Working environments in other cultures • Links between diversity and gender • Case studies and analysis of real-world situations
Literature	Will be announced during the lecture

Course Title	Human Resource Management
Lehrveranstaltungstitel	Human Resource Management

Degree Programme	Organisational & Human Resources Development (PWOE)/Master
Credits	6.0 ECTS
Hours	18 semester weeks/UPW 4.0
Semester in Curriculum	1st Semester
Method of Instruction	inter alia business practice talks, lecture, case studies, home assignments, presentations in the form of individual study and group work, e-learning and independent study
Method of Assessment	continuous assessment
Course objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • describe the areas of activity in HRM and recognise interrelationships between them • place HRM tasks in their operational context and establish connections between them and other areas of business administration • explain the significance of HR strategy/HR strategies as part of business strategy • describe Ulrich's four key roles of HR (business partner, change agent, employee champion and administrative expert) and critically discuss them • explain the challenges and special features of international HRM • explain performance management methods and evaluate them in terms of their suitability to specific situations • identify and explain the core responsibilities of HRM • describe different basic pay structures and variable compensation models and apply them individually • form connections between HR issues and knowledge management issues • apply basic legal knowledge to questions of labour law (in particular employment contracts and works councils) in simple cases • discuss current HRM topics and form their own opinions about them
Content	<ul style="list-style-type: none"> • Defining human resource management (HRM) and human capital management • Areas of activity in HRM (HR planning, staff placement, redundancy and dismissal, etc.) • Dave Ulrich's classification of competencies and roles • Relationship between HR and business processes • HR strategy and business strategy • International HRM • Performance management • Responsibilities of HR administration • Compensation and benefits • Knowledge management in HRM • Basic aspects of labour law
Literature	Will be announced during the lecture

Course Title	Innovation in Tourism
Lehrveranstaltungstitel	Innovation in Tourism

Degree Programme	Leadership in Hospitality & Tourism (TM)/Master
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 1.0
Semesters in Curriculum	3rd Semester
Method of Instruction	integrated course, presentation, guest lecture
Method of Assessment	Continuous assessment Realworld task
Course objectives	Upon completion of this submodule, students are able to: <ul style="list-style-type: none"> • describe the current status of research on tourism innovation • identify international examples of innovation in tourism • appraise the structures and practices of innovative businesses • establish connections between theoretical concepts and practical examples • relate, describe and discuss the current status of specialist topics specific to the tourist industry in English
Content	Innovation management research seminar Methods and tools of innovation management International developments in tourism innovation International best practice Discussion and exchange with guest lecturers
Literature	Will be announced during the lecture

Course Title	Leadership
Lehrveranstaltungstitel	Leadership

Degree Programme	Finance, Accounting & Taxation (FIRST)/Master
Credits	2.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	3rd Semester
Method of Instruction	Lecture, case studies
Method of Assessment	Continuous assessment Written home assignments (100%)
Course objectives	Upon completion of this submodule, students are able to: <ul style="list-style-type: none"> • understand and apply current, contemporary management concepts • understand and use state-of-the-art motivation and leadership tools at individual, group and organisational levels; apply leadership techniques • appreciate the ethical implications of their behaviour
Content	<ul style="list-style-type: none"> • Motivation, team behaviours, organisational behaviour • Communication • Role models, personality and emotions • Power and political behaviour
Literature	Will be announced during the lecture

Course Title	Management
Lehrveranstaltungstitel	Management

Degree Programme	Finance, Accounting & Taxation (FIRST)/Master
Credits	2.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	1st Semester
Method of Instruction	Lecture and case-studies
Method of Assessment	Continuous assessment
Course objectives	Participants will be enabled to understand and apply modern management concepts and to reflect the implications of their managerial behaviour.
Content	<ul style="list-style-type: none"> • Mintzberg's model of managing, • Market-oriented view of management (5 forces, etc.), • Resource-based view of management (VRIO-model, etc.), • Management instruments (steeply-analysis, scenarios, value chain), • Recent management trends (blue-ocean strategy, • Knowledge based view, dynamic capabilities, complexity), • Management conundrums
Literature	Will be announced during the lecture

Course Title	Microeconomics of Competitiveness
Lehrveranstaltungstitel	Microeconomics of Competitiveness

Degree Programme	Finance, Accounting & Taxation (FIRST)/Master
Credits	6.0 ECTS
Hours	18 semester weeks/UPW 3.0
Semester in Curriculum	3rd Semester
Method of Instruction	100% Presentation of theoretical background material and of case study results
Method of Assessment	Case studies
Course objectives	<p>Competent theoretical understanding of</p> <ul style="list-style-type: none"> • general competition and strategy concepts (i.e. the five competitive forces) • cluster theory • strategic CSR <p>A good knowledge of various strategy tools, i.e.</p> <ul style="list-style-type: none"> • five competitive forces • diamond • value-chain • shared-value • cluster-managing
Content	<p>Microeconomics of Competitiveness: Firms, Clusters, and Economic Development (MOC):</p> <p>The MOC course explores the determinants of competitiveness and successful economic development viewed from a bottom-up, microeconomic perspective. While sound macroeconomic policies, stable legal and political institutions, and improving social conditions create the potential for competitiveness, wealth is actually created at the microeconomic level. The sophistication and productivity of firms, the vitality of clusters, and the quality of the business environment in which competition takes place, are the ultimate determinants of a nation's or region's productivity</p>
Literature	Will be announced during the lecture

Marketing and Sales



Course Title	Consumer Behaviour
Lehrveranstaltungstitel	Consumer Behaviour

Degree Programme	Centre for International Education and Mobility/International Management
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*
Methode of Instruction	Lecture, student presentations
Methode of Assessment	Individual assignments, class participation, written exam
Course objectives	<ul style="list-style-type: none"> • To develop an understanding that there is no effective marketing without understanding the consumer and his behaviour • To gain insight into psychological and sociological processes that play important roles in consumer behaviour • To get to know analytic tools (observation, laboratory experimentation, etc.) that can be used to investigate consumer behaviour • To develop students' abilities to apply consumer behaviour concepts to marketing problems
Content	<ul style="list-style-type: none"> • Consumer's Impact on Marketing Strategy • The Consumer in the 21st Century • Getting the Consumer's Attention • The Role of Emotions in Consumer Behaviour • Motivating the Consumer • Consumer Attitudes • Perception, Learning and Memory • Shopping Environment and Consumer Behaviour • Family Influences on Consumer Behaviour • Group Influence and Opinion Leadership • Culture and Consumer Behaviour
Literature	Will be announced during the lecture

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

Course Title	Global Marketing
Lehrveranstaltungstitel	Global Marketing

Degree Programme	Centre for International Education and Mobility/International Management
Credits	5.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*
Method of Instruction	The instructor employs the Socratic Method in teaching this class. Rather than simply using the traditional lecture, students will be asked questions to encourage participation and to facilitate a deeper understanding of the course material. We will build the discussion on answers given. Cases and current readings will also be used to give students significant exposure to personal selling and sales management issues. DVDs and videos will also be used to enhance learning.
Method of Assessment	<p>Each student will be assigned to a group, to present chapter material before the class. The assigned topic will be given on the first day of class. Each case will consist of a 25-minute presentation, followed by a 5-minute Q&A. The intent is for the students to amplify on the chapter content by researching the topic, using handouts, PowerPoint, and/or other creative and entertaining delivery vehicles. Thoroughness, objectivity and articulation will be the basis for the grade given.</p> <p>The Final Exam will have multiple choice questions. The exam will be comprehensive, covering the entire course. This means good note-taking in class is advisable.</p>
Course objectives	<ul style="list-style-type: none"> • Understand the creation and enhancement of the concept of customer value-driven global marketing, and the resultant effects on an MNC and its customers. • Understand the fundamental concepts of global marketing functions and strategies. • Understand the 4 Ps of global marketing. • Have an understanding of differing approaches to market channels and logistics across borders. • Understand the impact of new trends in global marketing, including the use of social media, and the importance of ethics.
Content	<p>Effective marketing management is integral to a firm's success and has both art and science at its core. In fact, in the final analysis, sales is the CORE of the final purchase decisions made by customers resulting in business revenues and profits. Without successful sales programs, there will be no business. Unlike accounting, "correct" answers are often difficult to come by in many sales scenarios. Indeed, there can be several correct answers to marketing and sales problems. The challenge, then, is to find the "best" correct answer.</p> <p>As a result of new economic, technical and competitive dynamics, companies are being forced to become more market-oriented and customer-driven. Marketing costs typically make up about 35-50% of the total price of a product, and personal sales is the single most expensive component of the Marketing Mix and has the most direct impact on purchase decisions made by the customer. The role of both marketing in general, and the sales force in particular, are expanding greatly and assuming new and greater responsibility to build and manage customer relationships.</p> <p>The rapidly changing technological and global marketing environment presents marketers with new opportunities and challenges that require "out of the box" thinking and decisions. With this in mind, we will explore many of the issues organizations face in trying to serve customers, beginning with a discussion of</p>

	general principles and then addressing more specific strategies and tactics as the semester progresses.
Literature	Will be announced during the lecture

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

Course Title	Market Research
Lehrveranstaltungstitel	Market Research

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Degree Programme	Centre for International Education and Mobility/International Management
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*
Method of Instruction	Lecture, workshop and mini-project
Method of Assessment	Participation in the mini-project, test
Course objectives	<p>The main goals of the course are that students</p> <ul style="list-style-type: none"> • develop an awareness for the role of market research in marketing management • understand market research terminology • acquire a basic understanding of the market research process • are introduced to the most common market research techniques • gain knowledge to critically evaluate the quality of research data
Content	<p>In a fast moving business environment, a strategic approach to marketing is essential. Given that you can only determine your strategy when you know your current position market research is an essential prerequisite for strategic marketing management. Market research can be defined as the implementation of quantitative and qualitative research methods, whose aim is to collect market information and analyse it. This information about the market environment, about the competitors and particularly about the consumer constitutes the basis that enables marketers to define and evaluate their strategies.</p> <p>After an introduction to the most common market research theory students will conduct a Mini-Market-Research Project. The objective of the research project is to provide students with some experience in applying the concepts and methods of market research to a real marketing problem. The project will be implemented and a research report will be written (PowerPoint presentation).</p> <p>Topics</p> <ul style="list-style-type: none"> • The Role of Market Research • Quantitative and Qualitative Market Research • The Market Research Process • Research Designs • Sample Size and Determination • Data Preparation and Analysis • Research Reports
Literature	Will be announced during the lecture

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

Course Title	Marketing Management
Lehrveranstaltungstitel	Marketing Management

Degree Programme	Management & Entrepreneurship (UF)/Bachelor
Credits	6.0 ECTS
Hours	18 semester weeks/UPW 3.5
Semester in Curriculum	1st Semester
Method of Instruction	Lecture, best practice cases, discussions, reflection on theory by study of practical examples and coach-supported case study review
Method of Assessment	Continuous assessment
Course objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • outline a marketing management process • describe the key tools of strategic analysis and apply their basic features to examples • critically analyse a strategic business unit's status-quo using market, competitor and SWOT analysis • outline possible traditional marketing strategies – complemented by various modern or innovative approaches – and recognise their advantages and disadvantages • prepare a basic strategic marketing plan including example market selection or segmentation, definition of objectives and strategic alternatives • give an overview of the range of potential operational marketing activities • select appropriate operational measures to achieve a modern marketing mix • identify factors of relevance to the marketing budget • appreciate the role of budget management and summaries applicable management control tools • combine all of the above in an example marketing plan which demonstrates a consistent approach to target audiences and a good fit between strategy and operational measures • review the practicality and feasibility of ideas • identify and distinguish between sector-specific factors for companies in services, business-to-business, investment goods and commerce • take sector-specific features into consideration in the marketing plan, and include corresponding measures in resource planning
Content	Challenges of modern marketing, tasks of marketing management, elements of a marketing plan, status-quo analysis, defining marketing objectives including target groups and positioning, formulating strategies and operational measures using the 4 Ps, impact measurement, consumer behaviour, consumer resistance problems, sector-specific marketing issues in services, investment goods and commerce.
Literature	Will be announced during the lecture

Course Title	Marketing Strategies and Decision-making
Lehrveranstaltungstitel	Marketing Strategies and Decision-making

NEEDS TO BE CONFIRMED

Degree Programme	Centre for International Education and Mobility/International Management
Credits	3.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*/ Prerequisite: introductory marketing
Methode of Instruction	Reading, lecture, discussion, case-studies.
Methode of Assessment	One individual assignment, one group presentation, one written exam
Course objectives	To provide an understanding of the key components of a marketing strategy and the principles of the strategic decision making process involved in developing and implementing a successful campaign.
Content	“Big Picture”: Marketing today, development and influence of Social networking, Relationship marketing. Overview of the strategic process, Components and tools: Brand identity, Market analysis, Positioning, Segmentation, Pricing, Promotion, Distribution. Determining the Marketing mix, Developing strategies, implementation.
Literature	Will be announced during the lecture

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

Course Title	Sales Management
Lehrveranstaltungstitel	Sales Management

NEEDS TO BE CONFIRMED

Degree Programme	Centre for International Education and Mobility/International Management
Credits	4.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	Elective*
Method of Instruction	Lecture, discussion, cases and current readings
Method of Assessment	Term paper, final exam, group project, presentation, participation
Course objectives	<ul style="list-style-type: none"> • understand the personal selling process, the dynamic nature of strategic sales management and the resulting effects on an organization and its customers • understand the basic framework of different sales organization types, as well as diverse staffing and sales training strategies • understand the role of leadership in selecting, motivating, evaluating and compensating a sales force • understand the fundamental role of sales planning including forecasting, budgeting and sales territory management • gain exposure to different cultures, values and ethics, and how to factor them into making executive marketing decisions
Content	<p>An analysis of problems and concepts concerned with marketing, the management of sales people and the concept of organizational ethics in a selling environment</p> <p>The course includes a survey of marketing research, product planning, pricing, channels of distribution, promotion and ethical considerations. Further, emphasis is placed on the role and function of sales forces and ethical implications of management in a global economy.</p>
Literature	Will be announced during the lecture

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

Course Title	Strategic Brand Management
Lehrveranstaltungstitel	Strategic Brand Management

Degree Programme	Centre for International Education and Mobility/International Management
Credits	5.0 ECTS
Hours	18 semester weeks / UPW 2.0
Semester in Curriculum	Elective*
Method of Instruction	PowerPoint slides, case studies
Method of Assessment	<p>Case discussion & brand audit presentation: 40% Written exam: 60%</p> <p>Grading scheme: 0 - < 60% 5 60 - < 70% 4 70 - < 80% 3 80 - < 90% 2 = 90% 1</p> <p>Case studies Cases will be uploaded a week before the discussion. You must print them out, read them and be ready to answer questions during the lecture. It will be a group discussion and a brain storming exercise. You are expected to make thoughtful and constructive contributions.</p> <p>Brand audits As a group you are asked to analyze the key branding strategies and tactics of 3 given brands within one industry. Moreover, you are asked to comment on other groups' presentations, as if you were senior managers or competitors.</p> <p>Workload It is expected that you spend at least five hours per week studying this course. This time should be made up of reading, research, working on exercises and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater. Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with other activities.</p>
Course Objectives	<p>Brand management addresses strategic branding decisions faced by an organization on an international level. This course gives insights into how brands are managed, how to establish and identify brand positioning and values, as well as how to plan and implement brand marketing strategies and measure brand performance.</p> <p>The course provides relevant theories, concepts, techniques and models in branding. It combines lectures, group exercises, case discussions as well as insights from guest speakers.</p> <p>Course aims:</p> <ul style="list-style-type: none"> • Provide an understanding of the meanings of brand in alternative ways • Provide the appropriate concepts, theories and techniques related to the important issues in brand management operations • Enhance students' ability to apply creative and critical strategies and tactics involved in developing, positioning, leveraging, managing a brand, and measuring its value • On successful completion of this course, students should be able to: <ul style="list-style-type: none"> • Assess different viewpoints on brand and to think cogently and critically about these viewpoints. • Analyse specific problems and challenges in brand management, and to devise sound and practical solutions to these problems;

	<ul style="list-style-type: none"> • Use resources (e.g., marketing research, research studies, articles, online brand management journals, etc.) in an informed and skilful way as part of the process of developing ideas, plans and solutions; • Effectively communicate branding knowledge in oral and written contexts; • Work individually and as an effective member of a team.
Content	<p>I</p> <p>Lecture 1: Introduction to brand management & course Lecture 2: Customer-based brand equity & brand positioning Lecture 3: Brand resonance & brand value chain & discussion case I Lecture 4: Branding strategies & choosing brand elements to build brand equity Lecture 5: Designing marketing programs to build brand equity & discussion Case</p> <p>II</p> <p>Lecture 6: Integrating marketing communications to build brand equity Lecture 7: Guest speaker & global branding strategies Lecture 8: Leveraging secondary brand associations to build brand equity Lecture 9: Guest speaker & measuring brand equity Lecture 10: Brand audit presentations Lecture 11: Brand audit presentations & recap/questions/feedback Lecture 12: Final Exam</p>
Literature	<p>Main literature: <i>Kevin Keller</i>, Strategic Brand Management: Building, Measuring, and Managing Brand Equity; Global International Edition, 4/E Pearson Higher Education, 2013</p> <p>Supporting literature: <i>Richard Rosenbaum-Elliott</i>, Strategic Brand Management, 2/E Oxford University Press 2011</p> <p><i>Jean-Noel Kapferer</i>, The new strategic Brand Management, 2012</p> <p><i>Tilde Heding</i>, Brand Management – Research, Theory and Practice, 2009</p>

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

Course Title	Marketing
Lehrveranstaltungstitel	Marketing

Degree Programme	Real Estate Management (IMMO)/Master
Credits	3.0 ECTS
Hours	18 semester weeks/UPW 2.0
Semester in Curriculum	1st Semester
Method of Instruction	Integrated course, teamwork, discussions, presentations
Method of Assessment	Continuous assessment / final written examination
Course objectives	<p>Upon completion of this module, students are able to:</p> <ul style="list-style-type: none"> • describe the key features, objectives, functions, advantages and disadvantages of real estate-related marketing models • implement independently developed marketing strategies for the sale and letting of real estate
Content	Strategic real estate marketing, market research, marketing management, letting and sales management, real estate marketing tools, development of marketing strategies, case studies
Literature	Will be announced during the lecture