



WS 23_24

COURSE OFFER FOR INCOMING STUDENTS



UNIVERSITY
OF APPLIED SCIENCES
UPPER AUSTRIA

Bachelor's Degree Programme (Steyr Campus)

Study Programme	Course code	Course title	Course type	ECTS	Language	Places	Page
Controlling, Accounting and Financial Management							
CRF.ba	ENE1UE	English 1 - Introduction to professional communication skills	Practice-oriented session	3	English	4	7
Global Sales and Marketing Bachelor							
GSM.ba	BBM1IC	Introduction to B2B Marketing	Integrated course	3	English	12	8
GSM.ba	ICM1IC	Intercultural Management and Sales	Integrated course	5	English	9	9
GSM.ba	PSY1IC	Psychology and Personal Resilience	Integrated course	2	English	9	10
GSM.ba	SOP1IC	Sales Organisation and Processes	Integrated course	3	English	6	11
GSM.ba	STP1IC	Sustainable Strategic Planning for Marketing	Integrated course	4	English	12	12
International Logistics Management							
ILM.ba	ENG1IL	English I	Integrated course	4,5	English	2	13
ILM.ba	IO-ACC	Austrian Culture and Civilization	Integrated course	4	English	20	14
ILM.ba	IO-ACFV	Applied Corporate Finance for Valuation	Integrated course	3	English	20	15
ILM.ba	IO-CHM	Change Management	Integrated course	2	English	20	16
ILM.ba	IO-CM	Conflict Management	Seminar	3	English	34	17
ILM.ba	IO-ECO	Macroeconomics	Integrated course	3	English	20	18
ILM.ba	IO-ENT	Entrepreneurship & Business Entry Models	Integrated course	2	English	25	19
ILM.ba	IO-FIN3	Capital Budgeting	Integrated course	3	English	25	20
ILM.ba	IO-GB	German for Beginners	Integrated course	4	German	30	21
ILM.ba	IO-GI	German Intermediate	Integrated course	4	German	15	22
ILM.ba	IO-GLI	German Lower Intermediate	Integrated course	4	German	15	23

Study Programme	Course code	Course title	Course type	ECTS	Language	Places	Page
International Logistics Management							
ILM.ba	IO-IM	Intercultural Management	Lecture	3	English	25	24
ILM.ba	IO-LS	Leadership	Integrated course	3	English	25	25
ILM.ba	IO-FM	Future Management	Practice-oriented session	2	English	25	26
ILM.ba	IO-PGW	Professional Performance in a Globalized World	Integrated course	2	English	60	27
ILM.ba	IO-PI	Practical Introduction to studies	Integrated course	3	English	60	28
Marketing and Electronic Business							
MEB.ba	EBZ5IL	E-Business 5 - Businessplan-Design	Integrated course	3	English	10	29
MEB.ba	ENG1UE	English 1 - basics	Practice-oriented session	3	English	4	30
MEB.ba	ENG3UE	English 3 advanced	Practice-oriented session	3	English	4	31
Process Management and Business Intelligence							
PMBI.ba	EN3UE	English 3	Practice-oriented session	4	English	2	32
Smart Production and Management							
SPMT.ba	ENA3UE	Advanced Business English I	Practice-oriented session	3	English	2	33
SPMT.ba	ENG1UE	Business English I	Practice-oriented session	3	English	2	34
SPMT.ba	HCM5IL	Human Capital Management	Integrated course	3	German	3	35
Controlling, Accounting and Financial Management (Part Time)							
CRF.ba	BB ENE1UE	English 1 - Introduction to professional communication skills	Practice-oriented session	3	English	4	36
CRF.ba	BB ENV3UE	English 3 - Advanced professional communication skills	Practice-oriented session	2,5	English	4	37
CRF.ba	BB FIV3IL	Financial Engineering/International Capital Market	Integrated course	4	English	10	38
CRF.ba	BB MAS3IL	Marketing & Sales	Integrated course	3	English	5	39

Study Programme	Course code	Course title	Course type	ECTS	Language	Places	Page
International Logistics Management (Part Time)							
ILM.ba	BB ENG1IL	English I	Integrated course	4,5	English	4	40
ILM.ba	BB GLL3SE	Case Studies on Global Logistics	Seminar	4	English	8	41
ILM.ba	BB INT3SE	Intercultural Management	Seminar	3,5	English	8	42
ILM.ba	BB NEG3SE	Negotiations	Seminar	4	English	8	43
Marketing and Electronic Business (Part Time)							
MEB.ba	BB ENG1UE	English 1 - basics	Practice-oriented session	3	English	4	44
MEB.ba	BB ENG3UE	English 3 advanced	Practice-oriented session	3	English	4	45
Process Management and Business Intelligence (Part Time)							
PMBI.ba	BB EN1UE	English 1	Practice-oriented session	4	English	4	46
PMBI.ba	BB EN3UE	English 3	Practice-oriented session	4	English	4	47
Smart Production and Management (Part Time)							
SPMT.ba	ENA3UE	Advanced Business English I	Practice-oriented session	3	English	4	48
SPMT.ba	ENG1UE	Business English I	Practice-oriented session	3	English	4	49
Global Sales and Marketing Master							
GSMM.ma	M_INC3PT	InnoCamp36	Project	3 or 4	English	10	59

Master's Degree Programme (Steyr Campus)

Study Programme	Course code	Course title	Course type	ECTS	Language	Places	Page
Global Sales and Marketing Master							
GSMM.ma	M_CCM3IC	Cross-Cultural Marketing	Integrated course	2	English	2	50
GSMM.ma	M_CJL3IT	Customer Journey Lab	Individual Training	3	English	2	51
GSMM.ma	M_DCT1IL	Digital Creativity Tools	Integrated course	4	English	2	52
GSMM.ma	M_DTM1IC	Digital Transformation in Marketing and Sales	Integrated course	2	English	2	53
GSMM.ma	M_FIB1IC	Finance and Budgeting for Marketing and Sales	Integrated course	4	English	2	54
GSMM.ma	M_GAN3IC	Global Accounts and Network Management	Integrated course	3	English	2	55
GSMM.ma	M_GNT3IT	Global Negotiation Training	Individual Training	1	English	2	56
GSMM.ma	M_GPM3IC	Global Price Management	Integrated course	2	English	2	57
GSMM.ma	M_IBM1IC	International B2B Marketing	Integrated course	2	English	2	58
GSMM.ma	M_INC3PT	InnoCamp36	Project	3 or 4	English	10	59
GSMM.ma	M_IPR3IT	International Procurement	Individual Training	1	English	2	60
GSMM.ma	M_KAM1IC	Key Account Management	Integrated course	2	English	2	61
GSMM.ma	M_MBA3IC	Market and Business Analytics	Integrated course	4	English	2	62
GSMM.ma	M_SAM1IC	Sales Management	Integrated course	2	English	2	63
GSMM.ma	M_SFL1IC	Sales Force Leadership	Integrated course	2	English	2	64
GSMM.ma	M_SIM3IC	Service and Innovation Management	Integrated course	2	English	2	65
GSMM.ma	M_SSE1IC	Servitization and Service Excellence	Integrated course	3	English	2	66
GSMM.ma	M_SSM3IC	Sales Subsidiary Management	Integrated course	2	English	2	67

Study Programme	Course code	Course title	Course type	ECTS	Language	Places	Page
Global Sales and Marketing Master							
GSMM.ma	M_STE1IC	Strategic thinking and execution	Integrated course	3	English	2	68
GSMM.ma	M_VBM1IC	Value Based Marketing	Integrated course	2	English	2	69
GSMM.ma	M_VBS1IC	Value Based Sales	Integrated course	2	English	2	70
Operations Management							
OMT.ma	FUE1IL	Human Capital Management and Diversity	Integrated course	3	German	5	71
OMT.ma	NEG3IT	Negotiation	Individual Training	2	German	5	72
Global Sales and Marketing Master (Part Time)							
GSMM.ma	BB_CCM3IC	Cross-Cultural Marketing	Integrated course	2	English	2	73
GSMM.ma	BB_CJL3IT	Customer Journey Lab	Individual Training	3	English	2	74
GSMM.ma	BB_FIB1IC	Finance and Budgeting for Marketing and Sales	Integrated course	4	English	2	75
GSMM.ma	BB_GAN3IC	Global Accounts and Network Management	Integrated course	3	English	2	76
GSMM.ma	BB_GNT3IT	Global Negotiation Training	Individual Training	1	English	2	77
GSMM.ma	BB_GPM3IC	Global Price Management	Integrated course	2	English	2	78
GSMM.ma	BB_IPR3IT	International Procurement	Individual Training	1	English	2	79
GSMM.ma	BB_KAM1IC	Key Account Management	Integrated course	2	English	2	80
GSMM.ma	BB_MBA3IC	Market and Business Analytics	Integrated course	4	English	2	81
GSMM.ma	BB_SAM1IC	Sales Management	Integrated course	2	English	2	82
GSMM.ma	BB_SFL1IC	Sales Force Leadership	Integrated course	2	English	2	83
GSMM.ma	BB_SIM3IC	Service and Innovation Management	Integrated course	2	English	2	84
GSMM.ma	BB_SSE1IC	Servitization and Service Excellence	Integrated course	3	English	2	85

Study Programme	Course code	Course title	Course type	ECTS	Language	Places	Page
Global Sales and Marketing Master (Part Time)							
GSMM.ma	BB_SSM3IC	Sales Subsidiary Management	Integrated course	2	English	2	86
GSMM.ma	BB_STE1IC	Strategic thinking and execution	Integrated course	3	English	2	87
GSMM.ma	BB_VBM1IC	Value Based Marketing	Integrated course	2	English	2	88
GSMM.ma	BB_VBS1IC	Value Based Sales	Integrated course	2	English	2	89
Operations Management (Part Time)							
OMT.ma	FUE1IL	Human Capital Management and Diversity	Integrated course	3	German	5	90
OMT.ma	NEG3IT	Negotiation	Individual Training	2	German	5	91

Lecture/Seminar profile:

English 1 - Introduction to professional communication skills (ENE1UE)

Degree course	CRF.ba
Course title	English 1 - Introduction to professional communication skills
Course code	ENE1UE
Level	Bachelor
Term	WS23/24
Lecturer	Sarah Ann Grafinger, Teresa Rieger
Contact hours per week	3
ECTS credits	3
Course type	Practice-oriented session
Examinations	continuous assessment
Language of instruction	English
Places for international students	4 (2 groups)

Content:

- human resources, talent management and diversity;
- organizations, company structures, family businesses;
- team building;
- giving and receiving feedback in presentations.

Learning objectives:

The course aims to focus on extension of competence in all relevant language skills. In the context of the above topics the following skills are practiced:

- reading (skimming, scanning, reading for specific information);
- presentation skills and speaking (interactively in pairs and groups: discussions and collaborative problem solving);
- writing (including formal and informal articles, reports, letters, emails);
- listening (a variety of note taking and true/ false or multiple-choice question types);
- vocabulary building and word formation;
- error correction (identifying errors in grammar, spelling and punctuation).

Lecture/Seminar profile:

Introduction to B2B Marketing (BBM1IC)

Degree course	GSM.ba
Course title	Introduction to B2B Marketing
Course code	BBM1IC
Level	Bachelor
Term	WS23/24
Lecturer	Christopher Korntner-Kanitz, Andreas Zehetner
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	written examination
Language of instruction	English
Places for international students	12 (3 groups)

Content:

- Differences between business markets and consumer markets;
- Social marketing versus B2B marketing versus B2C marketing;
- Assessment of opportunities in business markets;
- The business marketing management process;
- Marketing decisions that lead a company to generate and deliver sustainable value to customers that lead to customer satisfaction and customer loyalty;
- Design of a customer-centric marketing approach that focuses on relationships as opposed to transactions;
- Market segmentation, targeting and positioning to organizations, business units and products or services;
- Marketing processes, with special emphasis to organizational buying processes, roles and behavior;
- Strategic elements of B2B marketing for various business sectors and Segments.

Lecture/Seminar profile:

Intercultural Management and Sales (ICM1IC)

Degree course	GSM.ba
Course title	Intercultural Management and Sales
Course code	ICM1IC
Level	Bachelor
Term	WS23/24
Lecturer	Harald Josef Hammer, Christoph Meißelbach, Ekkehard Redlhammer, Muge Aknur, Monika Pleschinger
Contact hours per week	3
ECTS credits	5
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	9 (3 groups)

Content:

Block 1: Introduction to Cross-Cultural theory

- Introduction into the variety of theories trying to explain cross-cultural differences, critical comparison of the contribution of these theories to solve the practical problems of global Sales and management.
- Sustainability and digitalization in a world-wide intercultural reflection.

Block 2: Political Systems and Relevance for Business

- Introduction into political systems
- Relevance of political structures and societal resolution mechanism for global business activities

Block 3: Cross-Cultural Sales and Management in Practice

- Experienced international sales and management seniors analyze their successes and failures from a cross-cultural perspective. They introduce our students into the enormous importance of a sound cross-cultural background for success in sales and leadership situations.

Block 4: Cross-Cultural background knowledge – “Doing business in...”

- Introduction into the field of Cross-Cultural Management and sales using the example of

Lecture/Seminar profile:

Psychology and Personal Resilience (PSY11C)

Degree course	GSM.ba
Course title	Psychology and Personal Resilience
Course code	PSY11C
Level	Bachelor
Term	WS23/24
Lecturer	Constanze Dostal, Richard Griffith
Contact hours per week	2
ECTS credits	2
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	9

Content:

- Models of Personality Types (e.g. MacLean, V. Satir, Big Five, DISC Model)
- Psychology of Motivation
- Group dynamics, teambuilding, and performance of teams
- Managing conflicts
- Personal resilience
- Advertising and communication psychology
- Application of knowledge according to degree program requirements (especially in sales and leadership situations)

Lecture/Seminar profile:

Sales Organisation and Processes (SOP1IC)

Degree course	GSM.ba
Course title	Sales Organisation and Processes
Course code	SOP1IC
Level	Bachelor
Term	WS23/24
Lecturer	Christian Stadlmann, Jovana Tomovic
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	6

Content:

- Organization
- Basics of hierarchical organization (historical roots, current models, latest developments)
- Management Circle
- Sales Organization - Generalist or specialist sales organization
- Forms of selling (personal selling, cold calls, telephone selling, electronic selling, ...)
- International sales channels – market entry modes
- Sales processes – process management
- Different forms of sales processes (selling process, order processing, claim management, 5 core processes of sales)
- Models of presenting sales processes – Opportunity Management
- Sales Evaluation: Sales controlling - key figures, Motivation, and compensation policies, Joint visits and critical reflection, Reporting

Lecture/Seminar profile:

Sustainable Strategic Planning for Marketing (STP1IC)

Degree course	GSM.ba
Course title	Sustainable Strategic Planning for Marketing
Course code	STP1IC
Level	Bachelor
Term	WS23/24
Lecturer	Margarethe Überwimmer, Piotr Kwiatek, Robert Füreder
Contact hours per week	2
ECTS credits	4
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	12 (3 groups)

Content:

Students learn different strategic tools as a basis for management decision-making.

- Basic models in strategic planning (Porter model, ...)
- Introduction to strategic business units
- ABC, SWOT and portfolio analysis
- Strategic possibilities for companies in a special situation
- Case studies “Applied strategic planning”
- CANVAS business modeling and circular business models
- Sustainability framework and strategy
- Connections between strategy, Marketing and Sales Management

Lecture/Seminar profile:

English I (ENG1IL)

Degree course	ILM.ba
Course title	English I
Course code	ENG1IL
Level	Bachelor
Term	WS23/24
Lecturer	Sarah Ann Grafinger
Contact hours per week	3
ECTS credits	4,5
Course type	Integrated course
Examinations	written examination
Language of instruction	English
Places for international students	2

Content:

Presentation techniques, methodology and analysis represent a fundamental target skill throughout semester one and are practiced intensively as the topics are covered:

- Grammar and Vocabulary extension
- Technical English
- Formal letter writing
- Error analysis
- Social interaction, cultural awareness, exploring cultural stereotypes
- Company structures/cultures, management styles, organization of work and Time management
- Different types of business partnerships, the language of buying, selling and retailing
- Financial terminology and banking
- Project work and assignments related to international contacts, sales, Retailing
- Language and protocol of phoning
- Compulsory excursion to company (minimum 1 excursion preferably two)
- Compulsory theatre visit
- Optional support course available for students needing additional guidance / help in English (Förderunterricht)

Lecture/Seminar profile:

Austrian Culture and Civilization (IO-ACC)

Degree course	ILM.ba
Course title	Austrian Culture and Civilization
Course code	IO-ACC
Level	Bachelor
Term	WS23/24
Lecturer	Hannes Hofstadler
Contact hours per week	2
ECTS credits	4
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	20

Content:

- Acquiring an overall picture of the geographical and historical situation of the Austrian Republic by means of dealing with selected examples.
- Dealing with specific examples of Austria's politics, economy, culture, and society.
- Reflection on the identity and value systems of the students' own linguistic and cultural background as compared to Austria.
- General survey on Austrian Music, Arts and Literature.

Learning objectives:

- Students will be familiar with the significant figures, personalities and dates of Austrian geography and history;
- Students will become acquainted with Austria's culture and society;
- Students will have an insight into Austria's political and economic life;
- Students will learn about Austrian traditions, customs and etiquette;
- Stimulation and promotion of cultural open mindedness;
- Improvement of intercultural communication.

Lecture/Seminar profile:

Applied Corporate Finance for Valuation (IO-ACFV)

Degree course	ILM.ba
Course title	Applied Corporate Finance for Valuation
Course code	IO-ACFV
Level	Bachelor
Term	WS23/24
Lecturer	Giorgio Valentinuz
Contact hours per week	1,33
ECTS credits	3
Course type	Integrated course
Examinations	written examination
Language of instruction	English
Places for international students	20

Learning objectives:

- The course aims to introduce students to the major concepts of corporate finance for the evaluation of industrial enterprises, in search of the "intrinsic value".
- Students will have an initial idea of the functioning of the capital markets and the reasons why it is necessary or desirable to know the value of the company.
- They will understand the difference between price and value.
- During the course, will also be presented evaluation reports of listed companies, produced by investment banks.
- A focus will be devoted to start-up companies' evaluation.

Content:

- Pro-forma Income Statement, Balance sheet, and cash flow statement;
- Free cash flow to the firm and Free cash flow to the Equity;
- Rates of growth, enterprise performance and dividend policy;
- The rate of return required by shareholders;
- The cost of capital;
- The discounted cash flows models;
- Accounting evaluation models;
- The relative valuation;
- Start-up companies valuation and the Real Option Valuation.

Format of Course:

Learning content will be presented using power-point slides. Cases, exercises, and evaluation reports should lead to an in-depth understanding of the content of the course.

Lecture/Seminar profile:

Change Management (IO-CHM)

Degree course	ILM.ba
Course title	Change Management
Course code	IO-CHM
Level	Bachelor
Term	WS23/24
Lecturer	Pekka Makkonen
Contact hours per week	1
ECTS credits	2
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	20

Learning objectives:

After the course a student

- knows strategic key factors to facilitate change in an organization;
- knows and understands different change models in organizational context;
- knows how individuals see and how they are impacted by change;
- can plan approaches to ease (making easier) change in individuals and organizations;
- can communicate and explain the need for change and how the change will be initiated (started).

Content:

- Introduction
- Strategic key factors to change in an organization
- Change models for different contexts
- Change at individual level, at group level, at organizational level
- Leadership related to change
- John Kotter's comprehensive change model

Lecture/Seminar profile:

Conflict Management (IO-CM)

Degree course	ILM.ba
Course title	Conflict Management
Course code	IO-CM
Level	Bachelor
Term	WS23/24
Lecturer	Jutta Höllriegl
Contact hours per week	2
ECTS credits	3
Course type	Seminar
Examinations	continuous assessment
Language of instruction	English
Places for international students	32 (2 groups)

Content:

This seminar aims at achieving tools for handling different kinds of conflicts in different fields of life (living together, different nationalities, working together, etc.).

It ranges from cognitive understanding to practical exercises and “field studies” of actual conflicts.

The ultimate goal is to know what to do and how to solve / ease a conflict-ridden situation:

- Communication exercises / filter / prejudices
- Expressing (negative) feelings, feedback & rules
- Conflict models of Schwarz
- Levels of conflict and consequences – Glasl
- Role plays
- Working on actual conflicts and develop strategies to find solutions or cope with them.

Lecture/Seminar profile:

Macroeconomics (IO-ECO)

Degree course	ILM.ba
Course title	Macroeconomics
Course code	IO-ECO
Level	Bachelor
Term	WS23/24
Lecturer	Matthias Unterbuchsachner
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	written examination
Language of instruction	English
Places for international students	20

Content:

The students:

- understand the general ideas of economics on a very applied approach
- know the basic microeconomic concepts of markets, welfare and elasticities
- know the definitions and calculation for data in macroeconomics – GDP and its limitations
- know about the key determinant of economic development of real economies
- know about the monetary system and the impact of money growth and inflation/deflation
- understand the role of the state - are able to analyze the difference and effects of fiscal and monetary policy

Teaching and learning methods:

- traditional lectures
- active participation, e.g. discussion of current economic topics
- written final exams & short presentation

Lecture/Seminar profile:

Entrepreneurship & Business Entry Models (IO-ENT)

Degree course	ILM.ba
Course title	Entrepreneurship & Business Entry Models
Course code	IO-ENT
Level	Bachelor
Term	WS23/24
Lecturer	Ahu Seda Genis-Gruber
Contact hours per week	2
ECTS credits	2
Course type	Integrated course
Examinations	written examination
Language of instruction	English
Places for international students	25

Learning objectives:

1. Understanding the importance of Startup Business and International Management
2. Founding Strategies for emerging markets
3. Trends and developments facing international managers and startups
4. Creating the perfect pitch
5. Strategies for SMEs and value creation in alliances
6. International Human Resource Management applications
7. Negotiation and Effective Conflict Resolution methods
8. Intrapreneurial Thinking
1. 9. Getting ability to run a Startup in Austria

Content:

For an effective entrepreneurial and organizational management, the analysis of recent developments and trends within hypercompetitive global arena will be carried out in the classes. through text and case studies. The expanding Startup Community among the geographies, and rapidly growing economies requires new management applications and entrepreneurial spirit. Entrepreneurship-, Startup- and Cross-Cultural Management Strategies will be evaluated in the context of global changes and the development of future markets.

Lecture/Seminar profile:

Capital Budgeting (IO-FIN3)

Degree course	ILM.ba
Course title	Capital Budgeting
Course code	IO-FIN3
Level	Bachelor
Term	WS23/24
Lecturer	Nadine Bachmann
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	25

Content:

After completing this course, the student should be able to understand the capital budgeting process and categorize the capital projects which can be evaluated. Also, will be able to calculate and interpret the results produced from each of the following methods when evaluating a single capital project: net present value (NPV), internal rate of return (IRR), payback period, discounted payback period, average accounting rate of return (AAR), and profitability index (PI).

Lecture/Seminar profile:

German for Beginners (IO-GB)

Degree course	ILM.ba
Course title	German for Beginners
Course code	IO-GB
Level	Bachelor
Term	WS23/24
Lecturer	Susanne Schachermayr
Contact hours per week	2
ECTS credits	4
Course type	Integrated course
Examinations	written examination
Language of instruction	English
Places for international students	30 (2 groups)

Content:

- Students learn to communicate in a range of situations in both public and private context as well as in education oriented situations.
- Students learn to read and understand written texts at beginner's level.
- Students will be able to practice writing simple texts for communicative situations.
- Students will acquire a command of basic grammar of German.
- Acquisition and development of basic vocabulary.

Structure:

1. Pronunciation practice.
2. Role-plays aimed at internalization of oral contexts.
3. The course will aim to deal with input related specifically to the needs and interests of the group.

Lecture/Seminar profile:

German Intermediate (IO-GI)

Degree course	ILM.ba
Course title	German Intermediate
Course code	IO-GI
Level	Bachelor
Term	WS23/24
Lecturer	Silvia Josefine Winter
Contact hours per week	2
ECTS credits	4
Course type	Integrated course
Examinations	written examination
Language of instruction	English
Places for international students	15

Content:

Improvement of students' active language skills

Structure:

1. Extension of vocabulary, specific problems of grammar, practice in reading, conversation and composition.
2. The development of speaking and listening proficiency is based on classroom activities such as listening comprehension, interactive games.
3. Students will be able to practice writing simple texts for communicative situations.
4. Students will acquire a command of basic grammar of German.

Prerequisites:

At least 4 years of German studies.

Lecture/Seminar profile:**German Lower Intermediate (IO-GLI)**

Degree course	ILM.ba
Course title	German Lower Intermediate
Course code	IO-GLI
Level	Bachelor
Term	WS23/24
Lecturer	Barbara Reisenbichler
Contact hours per week	2
ECTS credits	4
Course type	Integrated course
Examinations	written examination
Language of instruction	English
Places for international students	15

Content:

Students learn to communicate in a range of situations in both public and private context as well as in education oriented situations

Students learn to read and understand written texts at lower intermediate's level

Students will be able to practice writing texts

Students will acquire a command of grammar at intermediate's level

Acquisition and development of vocabulary at intermediate's level

Structure:

Role-plays aimed at internalization of oral contexts

The course will aim to deal with input related specifically to the needs and interests of the group

Prerequisites:

Basics of German Grammar/Vocabulary in certain situations

Lecture/Seminar profile:

Intercultural Management (IO-IM)

Degree course	ILM.ba
Course title	Intercultural Management "MASTERING STRATEGY IN INTERCULTURAL ENVIRONMENTS"
Course code	IO-IM
Level	Bachelor
Term	WS23/24
Lecturer	Ahu Seda Genis-Gruber
Contact hours per week	2
ECTS credits	3
Course type	Lecture
Examinations	written examination
Language of instruction	English
Places for international students	25

Learning objectives:

- ✓ Understanding the importance of International Management
- ✓ Trends and developments facing international managers
- ✓ Strategies for emerging markets
- ✓ Strategies for SMEs and value creation in alliances
- ✓ International Human Resource Management applications
- ✓ Cross Cultural Communication
- ✓ Negotiation and Effective Conflict Resolution methods

Content:

For an effective strategic and organizational management, the analysis of recent developments and trends within hypercompetitive global arena will be carried out in the classes through text and case studies.

The course will concentrate on topics:

- Culture, cultural differences, and their boundaries
- Cultural dimensions
- Cultural standards
- Managing Interdependence „Social Responsibilities and Ethics“
- Intercultural communication
- International Negotiation
- Teamwork with diverse team members
- Formulating Strategy in Multicultural Environments
- Sending employees on foreign assignments “Expatriation”
- Current issues in intercultural management and potential solutions

Lecture/Seminar profile:

Leadership (IO-LS)

Degree course	ILM.ba
Course title	Leadership
Course code	IO-LS
Level	Bachelor
Term	WS23/24
Lecturer	Peter Harald Brandstätter
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	25

Learning objectives:

This course is designed to provide an overview concerning leadership concepts in order to enable students to challenge and develop their leadership style and behavior with conceptual foundation.

By the end of the term students should be able to:

- ✓ distinguish between management behavior and leadership style;
- ✓ be able to analyze leadership theories critically and challenge simple solutions to leadership based on the theoretical framework given;
- ✓ be able to assess the effectiveness of leadership styles based on the development stage of an organization based on the level of managerial requirements;
- ✓ understand reasons for resistance to change and have a framework of how to deal with this resistance productively;
- ✓ know about the function fundamental leadership tools, such as appraisal, counselling and MbO-systems.

Content:

- Leadership styles and behavior
- classical and state-of-the-art theoretical models on leadership
- Development stages of an organization and leadership
- Tools and instruments of leadership
- Leadership role model, values, and ethics in leadership
- What comes next? – Trends and tendencies for the next 10 years to come
- Lecture, group assignments, case studies, students' presentations, discussion

Lecture/Seminar profile:

Management - Global Classics (IO-MbF)

Degree course	ILM.ba
Course title	Future Management
Course code	IO-FM
Level	Bachelor
Term	WS23/24
Lecturer	Dieter Schauer
Contact hours per week	2
ECTS credits	2
Course type	Practice-oriented session
Examinations	continuous assessment
Language of instruction	English
Places for international students	25

Content:

- Brief overview of Management History - PAST
- Management Today from small scale (divisional management) to General Company Management (CEO) – PRESENT
- FUTURE Management: from VUCA to BANI – Hypes and Trends – management of change and preserving success – the digital impact and beyond - remote, distant and shared leading – Skills for the FUTURE in good and successful Management
- We build a successful Company and manage it successfully for 2030 and beyond!

Lecture/Seminar profile:

Professional Performance in a Globalised World (IO-PGW)

Degree course	ILM.ba
Course title	Professional Performance in a Globalized World
Course code	IO-PGW
Level	Bachelor
Term	WS23/24
Lecturer	Jutta Höllriegl
Contact hours per week	1
ECTS credits	2
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	50

Content:

Students are requested to think out of the box, break their patterns of behavior and learn how to move and perform in a new and unusual environment.

This aim should be reached by various tasks in and outside the classroom, so that students are “forced” to approach new people, find information in the real world and not only in the virtual world.

Furthermore, the course aims at raising the personal awareness for the students themselves but also for the surrounding world (people, place).

What is part of the Austrian culture and how does one notice “differences”? What is the most appropriate way to deal with unknown situations?

Get an introduction to the topic of culture and intercultural communication / management / performance. Fulfilling different tasks and approaching the local people who do not speak English as their daily language – how should this be done?

Plus getting the connection to professional life (i.e. working in multicultural teams spread all over the world) challenges and opportunities when dealing with cultural differences.

Interactive seminar: tasks in small groups (always new groups so that people are invited to deal with new colleagues all the time), self-reflection after fulfilling the task, sharing experiences in the plenary session. Written assignment at the end of the course.

Lecture/Seminar profile:

Practical Introduction to studies (IO-PI)

Degree course	ILM.ba
Course title	Practical Introduction to studies
Course code	IO-PI
Level	Bachelor
Term	WS23/24
Lecturer	Anton Edtmeier
Contact hours per week	1
ECTS credits	3
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	50

Content:

This very practice-oriented course focuses on cultural and practical aspects of a semester studying in a foreign country. The result is the maximization of students' potential to increase their study abroad results. Besides addressing culture general aspects, students will get a deeper insight into the practical organization of their studies in Steyr.

The course consists of 4 parts including an excursion to two historical important institutions in Upper Austria. In the first part students will get to know members of other cultures, especially the Austrian culture and figure out differences and we will also focus on the practical organization of their studies. The second part is the active participation in the International Fair. As a result of this course, students will produce a short video showing their particular experiences and stories while studying and living in Steyr, which will be presented to an audience (staff and students of the university) at the end of the semester. The third and fourth part of this course provides students with technical support for creating their videos.

Lecture/Seminar profile:

E-Business 5 - Businessplan-Design (EBZ5IL)

Degree course	MEB.ba
Course title	E-Business 5 - Businessplan-Design
Course code	EBZ5IL
Level	Bachelor
Term	WS23/24
Lecturer	Gerold Wagner
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	written examination
Language of instruction	English
Places for international students	10

Content:

- Strategic and operational marketing planning: positioning, customer value, value proposition, communication, sales, pricing.
- Information infrastructure, prototypical implementation.
- Profitability analysis, preparation of business plan.

Learning objectives:

The aim of the course is to apply the learned contents of the subject disciplines marketing, Internet and IT, processes, and finance in a project-oriented manner in a case study in an integrative core project. Students will make an existing company "e-ready" or start a new company in the context of e-business.

Lecture/Seminar profile:

English 1 - basics (ENG1UE)

Degree course	MEB.ba
Course title	English 1 - basics
Course code	ENG1UE
Level	Bachelor
Term	WS23/24
Lecturer	Sarah Ann Grafinger, Benjamin Smits
Contact hours per week	3
ECTS credits	3
Course type	Practice-oriented session
Examinations	continuous assessment
Language of instruction	English
Places for international students	4

Content:

Presentation techniques, methodology and analysis represent a fundamental target skill throughout semester one and are practised intensively as the topics are covered.

- Grammar and Vocabulary extension
- Technical English
- Formal letter writing
- Error analysis
- Social interaction, cultural awareness, exploring cultural stereotypes
- Company structures/cultures, management styles, organization of work and time management
- Different types of business partnerships, the language of buying, selling and retailing
- Financial terminology and banking
- Project work and assignments related to international contacts, sales, retailing
- Language and protocol of phoning
- Compulsory excursion to company (minimum 1 excursion preferably two)
- Compulsory theatre visit
- Optional support course available for students needing additional guidance / help in English

Lecture/Seminar profile:

English 3 advanced (ENG3UE)

Degree course	MEB.ba
Course title	English 3 advanced
Course code	ENG3UE
Level	Bachelor
Term	WS23/24
Lecturer	Kevan Croton, Teresa Rieger
Contact hours per week	3
ECTS credits	3
Course type	Practice-oriented session
Examinations	written examination
Language of instruction	English
Places for international students	4

Content:

- Entrepreneurship, acquisitions, buyouts, and mergers
- Joint ventures
- Language of Annual reports and company performances
- Structural analysis of language
- Vocabulary extension
- Describing figures and trends
- Planning, structuring, controlling, recording of meetings. Intensive meeting practice covering diverse themes.
- Language of clarification, persuading, agreeing, disagreeing, interrupting etc.
- Intensive reading

Lecture/Seminar profile:

English 3 (EN3UE)

Degree course	PMBI.ba
Course title	English 3
Course code	EN3UE
Level	Bachelor
Term	WS23/24
Lecturer	Kristina Jilly
Contact hours per week	2
ECTS credits	4
Course type	Practice-oriented session
Examinations	oral or written examination
Language of instruction	English
Places for international students	2

Content:

- Governance and Leadership
- Responsibility and ethics
- Resources
- Presentation skills
- Intensive reading and writing practice
- Current affairs
- Improving knowledge and manipulation of grammatical structures
- Writing skills and business correspondence
- Building confidence in both formal and informal English as well as in academic English
- Using appropriate style and register in both oral and written communication
- There will be a focus on reading assignments both in terms of length and depth

Lecture/Seminar profile:

Advanced Business English I (ENA3UE)

Degree course	SPMT.ba
Course title	Advanced Business English I
Course code	ENA3UE
Level	Bachelor
Term	WS23/24
Lecturer	Rory Marc Thomas
Contact hours per week	2
ECTS credits	3
Course type	Practice-oriented session
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Governance and Leadership
- Power (responsibility and ethics)
- Resources
- Presentation skills
- Intensive reading and writing practice
- Current affairs
- Improving knowledge and manipulation of grammatical structures
- Writing skills and business correspondence
- Building confidence in both formal and informal English as well as in academic English
- Using appropriate style and register in both oral and written communication

Lecture/Seminar profile:

Business English I (ENG1UE)

Degree course	SPMT.ba
Course title	Business English I
Course code	ENG1UE
Level	Bachelor
Term	WS23/24
Lecturer	Kristina Jilly
Contact hours per week	2
ECTS credits	3
Course type	Practice-oriented session
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Human Resources
- Organizations
- Presentation skills
- Intensive reading and writing practice
- Current affairs
- Improving knowledge and manipulation of grammatical structures
- Writing skills and correspondence
- Building confidence in both formal and informal English as well as in academic English
- Using appropriate style and register in both oral and written communication

Topics dealt with from the field of Production and Management.

Lecture/Seminar profile:

Human Capital Management (HCM5IL)

Degree course	SPMT.ba
Course title	Human Capital Management
Course code	HCM5IL
Level	Bachelor
Term	WS23/24
Lecturer	Monika Pleschinger
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	German
Places for international students	3

Content:

- Human Capital Management - General Conditions and Social Environment
- Strategic human capital management approaches
- Personnel planning, capacity adjustment, employee redundancy
- Personnel marketing and search
- Personnel selection and onboarding
- Employee retention
- Compensation and benefits: remuneration models, social benefits
- Personnel development: talent management, training & development, career and career path planning
- Working time models
- Key figures in human capital management (early warning indicators)

Lecture/Seminar profile:

English 1 - Introduction to professional communication skills (BB ENE1UE)

Degree course	CRF.ba
Course title	English 1 - Introduction to professional communication skills
Course code	BB ENE1UE
Level	Bachelor
Term	WS23/24
Lecturer	Emma Richey, Heimo Vala
Contact hours per week	3
ECTS credits	3
Course type	Practice-oriented session
Examinations	continuous assessment
Language of instruction	English
Places for international students	4

Content:

- Human Resources, talent management and diversity
- Organizations, company structures, family businesses, team building
- Giving and receiving feedback in presentations

Learning objectives:

The course aims to focus on extension of competence in all relevant language skills. In the context of the above topics the following skills are practiced:

- reading (skimming, scanning, reading for specific information);
- speaking (interactively in pairs and groups: discussions and collaborative problem solving) and presentation skills;
- writing (including formal and informal articles, reports, letters, emails);
- listening (a variety of note taking and true/ false or multiple-choice question types);
- vocabulary building and word formation;
- error correction (identifying errors in grammar, spelling and punctuation).

Lecture/Seminar profile:

English 3 - Advanced professional communication skills (BB ENV3UE)

Degree course	CRF.ba
Course title	English 3 - Advanced professional communication skills
Course code	BB ENV3UE
Level	Bachelor
Term	WS23/24
Lecturer	Sarah Ann Grafinger, John Wynne
Contact hours per week	2
ECTS credits	2,5
Course type	Practice-oriented session
Examinations	continuous assessment
Language of instruction	English
Places for international students	4

Content:

Students focus on the following topic areas:

- start-ups/entrepreneurship
- business plans/pitching
- business resources and vital assets
- debating skills
- topical news and current affairs items

Lecture/Seminar profile:

Financial Engineering/International Capital Market (BB FIV3IL)

Degree course	CRF.ba
Course title	Financial Engineering/International Capital Market
Course code	BB FIV3IL
Level	Bachelor
Term	WS23/24
Lecturer	Stefan Fink, Franziska Schinko
Contact hours per week	3
ECTS credits	4
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	10

Content:

- Overview of capital market financing (Going Public, IPO, Private Equity, etc.)
- Functioning of capital markets
- Fundamentals of valuation of financial instruments and derivatives
- Forms of investment, investment strategies and portfolio management
- Risk Analysis

Lecture/Seminar profile:

Marketing & Sales (BB MAS3IL)

Degree course	CRF.ba
Course title	Marketing & Sales
Course code	BB MAS3IL
Level	Bachelor
Term	WS23/24
Lecturer	Hubert Preisinger
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	5

Content:

- customer value and customer satisfaction
- the marketing process and its four "P"s
- buying behavior of end consumers and organizations
- Market segmentation, target group identification and positioning
- product and service strategies
- pricing strategies and policies
- distribution policy and sales structures
- Customer Relationship Management
- Digital Marketing

Lecture/Seminar profile:

English I (BB ENG1IL)

Degree course	ILM.ba
Course title	English I
Course code	BB ENG1IL
Level	Bachelor
Term	WS23/24
Lecturer	Samantha Einwagner, Lisa Schreiner
Contact hours per week	3
ECTS credits	4,5
Course type	Integrated course
Examinations	written examination
Language of instruction	English
Places for international students	4

Content:

Presentation techniques, methodology and analysis represent a fundamental target skill throughout semester one and are practiced intensively as the topics are covered.

- Grammar and Vocabulary extension
- Technical English
- Formal letter writing
- Error analysis
- Social interaction, cultural awareness, exploring cultural stereotypes
- Company structures/cultures, management styles, organization of work and Time management
- Different types of business partnerships, the language of buying, selling and retailing
- Financial terminology and banking
- Project work and assignments related to international contacts, sales, Retailing
- Language and protocol of phoning
- Compulsory excursion to company (minimum 1 excursion preferably two)
- Compulsory theatre visit
- Optional support course available for students needing additional guidance / help in English

Lecture/Seminar profile:

Case Studies on Global Logistics (BB GLL3SE)

Degree course	ILM.ba
Course title	Case Studies on Global Logistics
Course code	BB GLL3SE
Level	Bachelor
Term	WS23/24
Lecturer	Roberto Zazzara
Contact hours per week	2
ECTS credits	4
Course type	Seminar
Examinations	continuous assessment
Language of instruction	German/English
Places for international students	8

Content:

- Apply theory-based content of module Logistics management introduction on selected cases of global logistic problems
- Gain understanding on how to extract the core of logistical problems in complex case studies
- Prepare solid presentations and a seminar thesis on distinct logistical problems containing thorough analysis of situations, preparation of solution scenarios and a final recommendation

Lecture/Seminar profile:

Intercultural Management (BB INT3SE)

Degree course	ILM.ba
Course title	Intercultural Management
Course code	BB INT3SE
Level	Bachelor
Term	WS23/24
Lecturer	Melanie Tomaschitz
Contact hours per week	2
ECTS credits	3,5
Course type	Seminar
Examinations	continuous assessment
Language of instruction	English
Places for international students	8

Content:

- Internationalization and globalization of business
- Entrepreneurial challenges due to international business activities
- Development, goals and tasks of intercultural management
- Intercultural business strategies and management forms
- Success and failure factors
- Intercultural human resource management, legal problems of doing business abroad

Lecture/Seminar profile:

Negotiations (BB NEG3SE)

Degree course	ILM.ba
Course title	Negotiations
Course code	BB NEG3SE
Level	Bachelor
Term	WS23/24
Lecturer	Sophie Wiesinger
Contact hours per week	2
ECTS credits	4
Course type	Seminar
Examinations	continuous assessment
Language of instruction	German/English
Places for international students	8

Content:

- Harvard negotiation project
- Role plays with negotiation tasks
- Purpose of negotiations
- Types of negotiations
- Body language and gestures as part of negotiations

Lecture/Seminar profile:

English 1 - basics (BB ENG1UE)

Degree course	MEB.ba
Course title	English 1 - basics
Course code	BB ENG1UE
Level	Bachelor
Term	WS23/24
Lecturer	Jonathan Charles Bamford, Patricia Alejandra Sepúlveda Hurtado
Contact hours per week	3
ECTS credits	3
Course type	Practice-oriented session
Examinations	continuous assessment
Language of instruction	English
Places for international students	4

Content:

Presentation techniques, methodology and analysis represent a fundamental target skill throughout semester one and are practiced intensively as the topics are covered.

- Grammar and Vocabulary extension
- Technical English
- Formal letter writing
- Error analysis
- Social interaction, cultural awareness, exploring cultural stereotypes
- Company structures/cultures, management styles, organization of work and time management
- Different types of business partnerships, the language of buying, selling and retailing
- Financial terminology and banking
- Project work and assignments related to international contacts, sales, retailing
- Language and protocol of phoning
- Compulsory excursion to company (minimum 1 excursion preferably two)
- Compulsory theatre visit
- Optional support course available for students needing additional guidance / help in English

Lecture/Seminar profile:

English 3 advanced (BB ENG3UE)

Degree course	MEB.ba
Course title	English 3 advanced
Course code	BB ENG3UE
Level	Bachelor
Term	WS23/24
Lecturer	Jonathan Charles Bamford, Kevan Croton
Contact hours per week	3
ECTS credits	3
Course type	Practice-oriented session
Examinations	written examination
Language of instruction	English
Places for international students	4

Content:

- Entrepreneurship, acquisitions, buyouts and mergers
- Joint ventures
- Language of Annual reports and company performances
- Structural analysis of language
- Vocabulary extension
- Describing figures and trends
- Planning, structuring, controlling, recording of meetings. Intensive meeting practice covering diverse themes.
- Language of clarification, persuading, agreeing, disa-greeing, interrupting etc.
- Intensive reading

Lecture/Seminar profile:

English 1 (BB EN1UE)

Degree course	PMBI.ba
Course title	English 1
Course code	BB EN1UE
Level	Bachelor
Term	WS23/24
Lecturer	David Everson-Baltas, John Wynne
Contact hours per week	2
ECTS credits	4
Course type	Practice-oriented session
Examinations	oral or written examination
Language of instruction	English
Places for international students	4

Content:

- Human Resources
- Organizations
- Presentation skills
- Intensive reading and writing practice
- Current affairs
- Improving knowledge and manipulation of grammatical structures
- Writing skills and correspondence
- Building confidence in both formal and informal English as well as in academic English
- Using appropriate style and register in both oral and written communication
- Students who have not studied or used English for several years will need to devote time to study in order to ensure they meet the required standard

Lecture/Seminar profile:

English 3 (BB EN3UE)

Degree course	PMBI.ba
Course title	English 3
Course code	BB EN3UE
Level	Bachelor
Term	WS23/24
Lecturer	Marina Kostic, Patricia Alejandra Sepúlveda Hurtado
Contact hours per week	2
ECTS credits	4
Course type	Practice-oriented session
Examinations	oral or written examination
Language of instruction	English
Places for international students	4

Content:

- Governance and Leadership
- Responsibility and ethics
- Resources
- Presentation skills
- Intensive reading and writing practice
- Current affairs
- Improving knowledge and manipulation of grammatical structures
- Writing skills and business correspondence
- Building confidence in both formal and informal English as well as in academic English
- Using appropriate style and register in both oral and written communication
- There will be a focus on reading assignments both in terms of length and depth

Lecture/Seminar profile:

Advanced Business English I (ENA3UE)

Degree course	SPMT.ba
Course title	Advanced Business English I
Course code	ENA3UE
Level	Bachelor
Term	WS23/24
Lecturer	Rory Marc Thomas, Samantha Einwagner
Contact hours per week	2
ECTS credits	3
Course type	Practice-oriented session
Examinations	continuous assessment
Language of instruction	English
Places for international students	4

Content:

- Governance and Leadership
- Power (responsibility and ethics)
- Resources
- Presentation skills
- Intensive reading and writing practice
- Current affairs
- Improving knowledge and manipulation of grammatical structures
- Writing skills and business correspondence
- Building confidence in both formal and informal English as well as in academic English
- Using appropriate style and register in both oral and written communication

Lecture/Seminar profile:

Business English I (ENG1UE)

Degree course	SPMT.ba
Course title	Business English I
Course code	ENG1UE
Level	Bachelor
Term	WS23/24
Lecturer	Matthew Clavan, David Everson-Baltas
Contact hours per week	2
ECTS credits	3
Course type	Practice-oriented session
Examinations	continuous assessment
Language of instruction	English
Places for international students	4

Content:

- Human Resources
- Organizations
- Presentation skills
- Intensive reading and writing practice
- Current affairs
- Improving knowledge and manipulation of grammatical structures
- Writing skills and correspondence
- Building confidence in both formal and informal English as well as in academic English
- Using appropriate style and register in both oral and written communication

Topics dealt with from the field of Production and Management

Lecture/Seminar profile:

Cross-Cultural Marketing (M_CCM3IC)

Degree course	GSMM.ma
Course title	Cross-Cultural Marketing
Course code	M_CCM3IC
Level	Master
Term	WS23/24
Lecturer	Andreas Zehetner
Contact hours per week	1
ECTS credits	2
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Discussing strategic and operative Marketing in the light of different cultures.
- Elaborating advantages and disadvantages of various Marketing techniques in a particular culture.
- Integrating Cross-Cultural Marketing into the larger corporate structure of a competitive business.

Lecture/Seminar profile:

Customer Journey Lab (M_CJL3IT)

Degree course	GSMM.ma
Course title	Customer Journey Lab
Course code	M_CJL3IT
Level	Master
Term	WS23/24
Lecturer	Piotr Kwiatek
Contact hours per week	2
ECTS credits	3
Course type	Individual Training
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Advanced theory on digital and analogue communication and content management
- CRM principles, theories, strategies and techniques and the important role that CRM plays in today's business.
- Consolidation of data and automisation of processes in order to im-prove the CRM system.
- Hands-on experience in working with CRM software on use cases which are split into four stages and represent different activities along the customer journey: CRM basics, classification, lead management, pricing/profitability

Lecture/Seminar profile:

Digital Creativity Tools (M_DCT1IL)

Degree course	GSMM.ma
Course title	Digital Creativity Tools
Course code	M_DCT1IL
Level	Master
Term	WS23/24
Lecturer	Christopher Korntner-Kanitz
Contact hours per week	2
ECTS credits	4
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Overview on digital creativity tools
- Testing and applying different creativity methods, analogue as well as digital will be presented, such as
 - brainstorming
 - (visual) storytelling
 - gamification

Lecture/Seminar profile:

Digital Transformation in Marketing and Sales (M_DTM1IC)

Degree course	GSMM.ma
Course title	Digital Transformation in Marketing and Sales
Course code	M_DTM1IC
Level	Master
Term	WS23/24
Lecturer	Christopher Korntner-Kanitz
Contact hours per week	1
ECTS credits	2
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Success factors of digital transformation in Marketing and Sales
- Supporting architecture of the company and its environment
 - Digital Processes – People-Data
 - Partners & International External Service Providers
 - Customers-Competitions
 - Automation & AI for Marketing and Sales
 - Trends

Lecture/Seminar profile:

Finance and Budgeting for Marketing and Sales (M_FIB1IC)

Degree course	GSMM.ma
Course title	Finance and Budgeting for Marketing and Sales
Course code	M_FIB1IC
Level	Master
Term	WS23/24
Lecturer	Alexander Knabl
Contact hours per week	2
ECTS credits	4
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Financial planning
- Financial KPIs (ROCE, ROS,....)
- Analysis of a balance sheet and P&L (development of a strategy based on KPIs)
- Budgeting and forecasting
- Risk in Export business, like country, currency and transport risks
- Methods of risk reduction (Letter of credit, credit insurance, bank guarantees, incoterms, Public and Private Export Credit Agency Insurance, hedging

Lecture/Seminar profile:

Global Accounts and Network Management (M_GAN3IC)

Degree course	GSMM.ma
Course title	Global Accounts and Network Management
Course code	M_GAN3IC
Level	Master
Term	WS23/24
Lecturer	Christian Stadlmann
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Fundamentals of Global Account Management (GAM)
- Coordination and global framework agreements (GFAs) in GAM
- Fundamentals of networking, social network analysis in sales and GAM

Lecture/Seminar profile:

Global Negotiation Training (M_GNT3IT)

Degree course	GSMM.ma
Course title	Global Negotiation Training
Course code	M_GNT3IT
Level	Master
Term	WS23/24
Lecturer	Robert Füreder
Contact hours per week	1
ECTS credits	1
Course type	Individual Training
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Sales Process in B2B
- Negotiation Methodologies
- Coordinate the selling team
- Analyze the different roles, personalities and cultures from the buying center
- Adaption of the negotiation style based on the different cultures
- Develop and apply the persuasion tactics
- Understand Batna, Zopa, reservation price
- Global Pricing Buckets

Lecture/Seminar profile:

Global Price Management (M_GPM3IC)

Degree course	GSMM.ma
Course title	Global Price Management
Course code	M_GPM3IC
Level	Master
Term	WS23/24
Lecturer	Harald Josef Hammer
Contact hours per week	1
ECTS credits	2
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Price psychology in B2B Markets
- Internal price process
- Different methods of pricing (cost based, competitor based, value based and transactional pricing)
- Price Culture
- Digital Price Management

Lecture/Seminar profile:

International B2B Marketing (M_IBM1IC)

Degree course	GSMM.ma
Course title	International B2B Marketing
Course code	M_IBM1IC
Level	Master
Term	WS23/24
Lecturer	Shaloun Dachs
Contact hours per week	1
ECTS credits	2
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Main differences of B2B vs. B2C marketing
- Introduction to Organizational Buying Behaviour
- Business market typologies and their effects on marketing strategy and operations
- Ethics in B2B Marketing

Lecture/Seminar profile:

InnoCamp36 (M_INC3PT)

Degree course	GSMM.ma
Course title	InnoCamp36
Course code	M_INC3PT
Level	Master
Term	WS23/24
Lecturer	Margarethe Überwimmer
Contact hours per week	1
ECTS credits	3 or 4 (depending on your study level and program)
Course type	Project
Examinations	continuous assessment
Language of instruction	English
Places for international students	10

Content:

- Application of Design Thinking process, innovation tools and business modelling on a real-life situation / problem
- Team-based cross-functional problem solving in B2B industries
- Feedback of one's own effectiveness in a real-world work situation

Lecture/Seminar profile:

International Procurement (M_IPR3IT)

Degree course	GSMM.ma
Course title	International Procurement
Course code	M_IPR3IT
Level	Master
Term	WS23/24
Lecturer	Nikolaus Popper
Contact hours per week	1
ECTS credits	1
Course type	Individual Training
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Strategic sourcing – principles and process
- Sourcing Strategy
- Negotiation Process and Methods
- Contract Management
- Supplier relationship management
- Value Generation in Procurement – KPIs
- Procurement Tools and Systems

Lecture/Seminar profile:

Key Account Management (M_KAM1IC)

Degree course	GSMM.ma
Course title	Key Account Management
Course code	M_KAM1IC
Level	Master
Term	WS23/24
Lecturer	Christian Stadlmann
Contact hours per week	1
ECTS credits	2
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Strategic, organizational aspects of KAM
- Identification and selection of Key Accounts
- Different instruments for KAM
- The role of KAM in the internal organization
- Development and Controlling (KPI's) of KAM
- Establishment of KAM-teams (different roles, personalities, etc.)

Lecture/Seminar profile:

Market and Business Analytics (M_MBA3IC)

Degree course	GSMM.ma
Course title	Market and Business Analytics
Course code	M_MBA3IC
Level	Master
Term	WS23/24
Lecturer	Gerhard Svolba
Contact hours per week	2
ECTS credits	4
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Analytical CRM
- Data Warehousing, quality and preparation of the analysis data
- Data Mining Methods (Machine Learning) e.g. Predictive Modelling, Clustering and Market Basket Analysis
- Simulations and What-if-Analysis

Lecture/Seminar profile:

Sales Management (M_SAM1IC)

Degree course	GSMM.ma
Course title	Sales Management
Course code	M_SAM1IC
Level	Master
Term	WS23/24
Lecturer	Robert Füreder
Contact hours per week	1
ECTS credits	2
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Sales process in the B2B area
- Organization structure of a sales department
- Sales channels (single vs. multi; direct vs. indirect)
- Sales controlling
- Buying Center

Lecture/Seminar profile:

Sales Force Leadership (M_SFL1IC)

Degree course	GSMM.ma
Course title	Sales Force Leadership
Course code	M_SFL1IC
Level	Master
Term	WS23/24
Lecturer	Harald Josef Hammer
Contact hours per week	1
ECTS credits	2
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Central aspects of leadership, leadership style and behavior
- Participation, delegation, leadership instruments such as monitoring and appraisal systems, various intervention and motivation techniques
- Formatting of a world class sales team
- Trust building and cultural challenges when leading an international team

Lecture/Seminar profile:

Service and Innovation Management (M_SIM3IC)

Degree course	GSMM.ma
Course title	Service and Innovation Management
Course code	M_SIM3IC
Level	Master
Term	WS23/24
Lecturer	Robert Füreder
Contact hours per week	1
ECTS credits	2
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Cooper Stage-Gate Innovation Management Process
- Methods and Tools of Design Thinking
- Open Innovation Process Management: Coupled, Inside-out, Outside-in Innovation
- Innovation in Blue Chips – Intrapreneurship Case Study
- Servitization pathways of different industries
- Management of the Service Paradox: Resilience and Strategies
- Sustainability and Innovation: Policies and Society

Lecture/Seminar profile:

Servitization and Service Excellence (M_SSE1IC)

Degree course	GSMM.ma
Course title	Servitization and Service Excellence
Course code	M_SSE1IC
Level	Master
Term	WS23/24
Lecturer	Christian Stadlmann, Josef Wolfartsberger
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Introduction and fundamental concepts (SDL, ...)
- Dimensions of servitization and leveraging factors
- Elements of profitable service excellence
- Servitization paths and paths to service excellence
- Selling product-service bundles and solutions

Lecture/Seminar profile:

Sales Subsidiary Management (M_SSM3IC)

Degree course	GSMM.ma
Course title	Sales Subsidiary Management
Course code	M_SSM3IC
Level	Master
Term	WS23/24
Lecturer	Christian Reisinger
Contact hours per week	1
ECTS credits	2
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Organization structure
- Sales channels
- Sales controlling
- Sales subsidiaries (select countries, founding and steering)
- Sales Partner Management (Identification, selection, development, controlling and termination of partnerships)

Lecture/Seminar profile:

Strategic thinking and execution (M_STE1IC)

Degree course	GSMM.ma
Course title	Strategic thinking and execution
Course code	M_STE1IC
Level	Master
Term	WS23/24
Lecturer	Charles Edward Bryant
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Strategic Planning
- Market and Competitor Based View
- Customer Based View: Treacy/Wiersema, Reichheld, Ohmae, Strebbl
- Resource Based Approaches: Core Competencies, Tangible and Intangible Ressources, experience curve, value chain, outsourcing
- Business models – analogue and digital

Lecture/Seminar profile:

Value Based Marketing (M_VBM1IC)

Degree course	GSMM.ma
Course title	Value Based Marketing
Course code	M_VBM1IC
Level	Master
Term	WS23/24
Lecturer	Andreas Zehetner
Contact hours per week	1
ECTS credits	2
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Integration of the customer driven company concept into main strategic concepts of marketing management
- Customer value generation concepts
- Concept of differential advantage to business-to-business markets
- Shareholder value perspective
- Measuring value and application of the customer-value-audit concept

Lecture/Seminar profile:

Value Based Sales (M_VBS1IC)

Degree course	GSMM.ma
Course title	Value Based Sales
Course code	M_VBS1IC
Level	Master
Term	WS23/24
Lecturer	Robert Füreder
Contact hours per week	1
ECTS credits	2
Course type	Integrated course
Examinations	written examination
Language of instruction	English
Places for international students	2

Content:

- Value for organization and the value hierarchy
- Value process and different forms
- Challenges of implementing value-based selling and how to over-come them
- Assessment and Communication of value to the customers
- Identification of customer perspective
- Value based pricing and tools

Lecture/Seminar profile:

Human Capital Management and Diversity (FUE11L)

Degree course	OMT.ma
Course title	Human Capital Management and Diversity
Course code	FUE11L
Level	Master
Term	WS23/24
Lecturer	Christine Ebner
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	oral or written examination
Language of instruction	German
Places for international students	5

Content:

- Areas and basic tools of HCM
- Strategic approaches in HCM
- Human resource planning
- Personnel marketing / employer branding
- Recruitment and selection: Methods and processes
- Personnel development / Talent management
- Salary and compensation management
- Key figures in HRM, especially in manufacturing companies
- Interculturality: models and dimensions of interculturality
- Intercultural differences, performance and values
- Communication barriers and how to overcome them

The students experience in a concrete project - with people from different cultural backgrounds - the changed challenges of cooperation and are able to reflect and adapt their own working methods with regard to diversity and integration of different target groups.

Lecture/Seminar profile:

Negotiation (NEG3IT)

Degree course	OMT.ma
Course title	Negotiation
Course code	NEG3IT
Level	Master
Term	WS23/24
Lecturer	Georg Feichtinger
Contact hours per week	2
ECTS credits	2
Course type	Individual Training
Examinations	continuous assessment
Language of instruction	German
Places for international students	5

Content:

- Negotiation – Harvard Concept
- Personality Types and the influence of the negotiation
- International Negotiation and what to consider to be successful
- Value Pyramid
- Price Negotiation
- Virtual Negotiation
- Building trust – online and offline

Lecture/Seminar profile:

Cross-Cultural Marketing (BB_CCM3IC)

Degree course	GSMM.ma
Course title	Cross-Cultural Marketing
Course code	BB_CCM3IC
Level	Master
Term	WS23/24
Lecturer	Andreas Zehetner
Contact hours per week	1
ECTS credits	2
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Discussing strategic and operative Marketing in the light of different cultures.
- Elaborating advantages and disadvantages of various Marketing techniques in a particular culture.
- Integrating Cross-Cultural Marketing into the larger corporate structure of a competitive business

Lecture/Seminar profile:

Customer Journey Lab (BB_CJL3IT)

Degree course	GSMM.ma
Course title	Customer Journey Lab
Course code	BB_CJL3IT
Level	Master
Term	WS23/24
Lecturer	Christopher Korntner-Kanitz
Contact hours per week	2
ECTS credits	3
Course type	Individual Training
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Advanced theory on digital and analogue communication and content management
- CRM principles, theories, strategies and techniques and the important role that CRM plays in today's business.
- Consolidation of data and automisation of processes in order to improve the CRM system.
- Hands-on experience in working with CRM software on use cases which are split into four stages and represent different activities along the customer journey: CRM basics, classification, lead management, pricing/ profitability

Lecture/Seminar profile:

Finance and Budgeting for Marketing and Sales (BB_FIB1IC)

Degree course	GSMM.ma
Course title	Finance and Budgeting for Marketing and Sales
Course code	BB_FIB1IC
Level	Master
Term	WS23/24
Lecturer	Clemens Redl
Contact hours per week	2
ECTS credits	4
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Financial planning
- Financial KPIs (ROCE, ROS,.....)
- Analysis of a balance sheet and P&L (development of a strategy based on KPIs)
- Budgeting and forecasting
- Risk in Export business, like country, currency and transport risks
- Methods of risk reduction (Letter of credit, credit insurance, bank guarantees, incoterms, Public and Private Export Credit Agency Insurance, hedging

Lecture/Seminar profile:

Global Accounts and Network Management (BB_GAN3IC)

Degree course	GSMM.ma
Course title	Global Accounts and Network Management
Course code	BB_GAN3IC
Level	Master
Term	WS23/24
Lecturer	Christian Stadlmann
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Fundamentals of Global Account Management (GAM)
- Coordination and global framework agreements (GFAs) in GAM
- Fundamentals of networking, social network analysis in sales and GAM

Lecture/Seminar profile:

Global Negotiation Training (BB_GNT3IT)

Degree course	GSMM.ma
Course title	Global Negotiation Training
Course code	BB_GNT3IT
Level	Master
Term	WS23/24
Lecturer	Robert Füreder
Contact hours per week	1
ECTS credits	1
Course type	Individual Training
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Sales Process in B2B
- Negotiation Methodologies
- Coordinate the selling team
- Analyse the different roles, personalities and cultures from the buying center
- Adaption of the negotiation style based on the different cultures
- Develop and apply the persuasion tactics
- Understand Batna, Zopa, reservation price
- Global Pricing Buckets

Lecture/Seminar profile:

Global Price Management (BB_GPM3IC)

Degree course	GSMM.ma
Course title	Global Price Management
Course code	BB_GPM3IC
Level	Master
Term	WS23/24
Lecturer	Robert Füreder
Contact hours per week	1
ECTS credits	2
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Price psychology in B2B Markets
- Internal price process
- Different methods of pricing (cost based, competitor based, value based and transactional pricing)
- Price Culture
- Digital Price Management

Lecture/Seminar profile:

International Procurement (BB_IPR3IT)

Degree course	GSMM.ma
Course title	International Procurement
Course code	BB_IPR3IT
Level	Master
Term	WS23/24
Lecturer	Nikolaus Popper
Contact hours per week	1
ECTS credits	1
Course type	Individual Training
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Strategic sourcing – principles and process
- Sourcing Strategy
- Negotiation Process and Methods
- Contract Management
- Supplier relationship management
- Value Generation in Procurement – KPIs
- Procurement Tools and Systems

Lecture/Seminar profile:

Key Account Management (BB_KAM1IC)

Degree course	GSMM.ma
Course title	Key Account Management
Course code	BB_KAM1IC
Level	Master
Term	WS23/24
Lecturer	Christian Stadlmann
Contact hours per week	1
ECTS credits	2
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Strategic, organizational aspects of KAM
- Identification and selection of Key Accounts
- Different instruments for KAM
- The role of KAM in the internal organization
- Development and Controlling (KPI's) of KAM
- Establishment of KAM-teams (different roles, personalities, etc.)

Lecture/Seminar profile:

Market and Business Analytics (BB_MBA3IC)

Degree course	GSMM.ma
Course title	Market and Business Analytics
Course code	BB_MBA3IC
Level	Master
Term	WS23/24
Lecturer	Gerhard Svolba
Contact hours per week	2
ECTS credits	4
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Analytical CRM
- Data Warehousing, quality and preparation of the analysis data
- Data Mining Methods (Machine Learning) e.g. Predictive Modelling, Clustering and Market Basket Analysis
- Simulations and What-if-Analysis

Lecture/Seminar profile:

Sales Management (BB_SAM1IC)

Degree course	GSMM.ma
Course title	Sales Management
Course code	BB_SAM1IC
Level	Master
Term	WS23/24
Lecturer	Robert Füreder
Contact hours per week	1
ECTS credits	2
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Sales process in the B2B area
- Organization structure of a sales department
- Sales channels (single vs. multi; direct vs. indirect)
- Sales controlling
- Buying Center

Lecture/Seminar profile:

Sales Force Leadership (BB_SFL1IC)

Degree course	GSMM.ma
Course title	Sales Force Leadership
Course code	BB_SFL1IC
Level	Master
Term	WS23/24
Lecturer	Johannes Schacherl
Contact hours per week	1
ECTS credits	2
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Central aspects of leadership, leadership style and behaviour
- Participation, delegation, leadership instruments such as monitoring and appraisal systems, various intervention and motivation techniques
- Formatting of a world class sales team
- Trust building and cultural challenges when leading an international team

Lecture/Seminar profile:

Service and Innovation Management (BB_SIM3IC)

Degree course	GSMM.ma
Course title	Service and Innovation Management
Course code	BB_SIM3IC
Level	Master
Term	WS23/24
Lecturer	Elisabeth Frankus
Contact hours per week	1
ECTS credits	2
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Cooper Stage-Gate Innovation Management Process
- Methods and Tools of Design Thinking
- Open Innovation Process Management: Coupled, Inside-out, Outside-in Innovation
- Innovation in Blue Chips – Intrapreneurship Case Study
- Servitization pathways of different industries
- Management of the Service Paradox: Resilience and Strategies
- Sustainability and Innovation: Policies and Society

Lecture/Seminar profile:

Servitization and Service Excellence (BB_SSE1IC)

Degree course	GSMM.ma
Course title	Servitization and Service Excellence
Course code	BB_SSE1IC
Level	Master
Term	WS23/24
Lecturer	Christian Stadlmann, Josef Wolfartsberger
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Introduction and fundamental concepts (SDL, ...)
- Dimensions of servitization and leveraging factors
- Elements of profitable service excellence
- Servitization paths and paths to service excellence
- Selling product-service bundles and solutions

Lecture/Seminar profile:

Sales Subsidiary Management (BB_SSM3IC)

Degree course	GSMM.ma
Course title	Sales Subsidiary Management
Course code	BB_SSM3IC
Level	Master
Term	WS23/24
Lecturer	Andreas Penz
Contact hours per week	1
ECTS credits	2
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Organization structure
- Sales channels
- Sales controlling
- Sales subsidiaries (select countries, founding and steering)
- Sales Partner Management (Identification, selection, development, controlling and termination of partnerships)

Lecture/Seminar profile:

Strategic thinking and execution (BB_STE1IC)

Degree course	GSMM.ma
Course title	Strategic thinking and execution
Course code	BB_STE1IC
Level	Master
Term	WS23/24
Lecturer	Wolfgang Schwaiger
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Strategic Planning
- Market and Competitor Based View
- Customer Based View: Treacy/Wiersema, Reichheld, Ohmae, Strebl
- Resource Based Approaches: Core Competencies, Tangible and Intangible
- Resources, experience curve, value chain, outsourcing
- Business models – analogue and digital

Lecture/Seminar profile:

Value Based Marketing (BB_VBM1IC)

Degree course	GSMM.ma
Course title	Value Based Marketing
Course code	BB_VBM1IC
Level	Master
Term	WS23/24
Lecturer	Andreas Zehetner
Contact hours per week	1
ECTS credits	2
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Content:

- Integration of the customer driven company concept into main strategic concepts of marketing management
- Customer value generation concepts
- Concept of differential advantage to business-to-business markets
- Shareholder value perspective
- Measuring value and application of the customer-value-audit concept

Lecture/Seminar profile:

Value Based Sales (BB_VBS1IC)

Degree course	GSMM.ma
Course title	Value Based Sales
Course code	BB_VBS1IC
Level	Master
Term	WS23/24
Lecturer	Bernhard Martin Freiseisen
Contact hours per week	1
ECTS credits	2
Course type	Integrated course
Examinations	written examination
Language of instruction	English
Places for international students	2

Content:

- Value for organization and the value hierarchy
- Value process and different forms
- Challenges of implementing value based selling and how to overcome them
- Assessment and Communication of value to the customers
- Identification of customer perspective
- Value based pricing and tools

Lecture/Seminar profile:

Human Capital Management and Diversity (FUE1IL)

Degree course	OMT.ma
Course title	Human Capital Management and Diversity
Course code	FUE1IL
Level	Master
Term	WS23/24
Lecturer	Peter Harald Brandstätter
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	oral or written examination
Language of instruction	German
Places for international students	5

Content:

- Areas and basic tools of HCM
- Strategic approaches in HCM
- Human resource planning
- Personnel marketing / employer branding
- Recruitment and selection: Methods and processes
- Personnel development / Talent management
- Salary and compensation management
- Key figures in HRM, especially in manufacturing companies
- Interculturality: models and dimensions of interculturality
- Intercultural differences, performance, and values
- Communication barriers and how to overcome them

The students experience in a concrete project - with people from different cultural backgrounds - the changed challenges of cooperation and are able to reflect and adapt their own working methods with regard to diversity and integration of different target groups.

Lecture/Seminar profile:

Negotiation (NEG3IT)

Degree course	OMT.ma
Course title	Negotiation
Course code	NEG3IT
Level	Master
Term	WS23/24
Lecturer	Robert Füreder
Contact hours per week	2
ECTS credits	2
Course type	Individual Training
Examinations	continuous assessment
Language of instruction	German
Places for international students	5

Content:

- Negotiation – Harvard Concept
- Personality Types and the influence of the negotiation
- International Negotiation and what to consider to be successful
- Value Pyramid
- Price Negotiation
- Virtual Negotiation
- Building trust – online and offline