



UNIVERSITY
OF APPLIED SCIENCES
UPPER AUSTRIA

Course Offer

for Incoming Exchange
Students



School of Business and Management

fh-ooe.at/en/steyr-campus

Bachelor's Degree Programme

Programme (department)	Course unit code	Course unit title	Course type	Semester (level)	Level	ECTS	Page
Controlling, Accounting and Financial Management (Bachelor, Steyr Campus)							
CRF.ba	ENE1UE	English 1 - Introduction to professional communication skills	Practice-oriented session	1	Bachelor	3	7
CRF.ba	MAS3IL	Marketing & Sales	Integrated course	3	Bachelor	3	8
Global Sales and Marketing Bachelor (Bachelor, Steyr Campus)							
GSM.ba	BBM1IC	Introduction to B2B Marketing	Integrated course	1	Bachelor	3	9
GSM.ba	ELEC1I	Elective Course 1 - InnoCamp36	Integrated course	5	Bachelor	3	10
GSM.ba	ICM1IC	Intercultural Management and Sales	Integrated course	1	Bachelor	5	11
GSM.ba	PSY1IC	Psychology and Personal Resilience	Integrated course	1	Bachelor	2	13
GSM.ba	SOP1IC	Sales Organisation and Processes	Integrated course	1	Bachelor	3	14
GSM.ba	STP1IC	Sustainable Strategic Planning for Marketing	Integrated course	1	Bachelor	4	15
International Logistics Management (Bachelor, Steyr Campus)							
ILM.ba	BWL1VO	Business Administration 1	Lecture	1	Bachelor	3	16
ILM.ba	ENG1IL	English I	Integrated course	1	Bachelor	4,5	17
ILM.ba	IO-ACC	Austrian Culture and Civilization	Integrated course	1	Bachelor	4	18
ILM.ba	IO-ACFV	Applied Corporate Finance for Valuation	Integrated course	1	Bachelor	3	19
ILM.ba	IO-CM	Conflict Management	Seminar	1	Bachelor	3	21
ILM.ba	IO-ENT	Entrepreneurship & Business Entry Models	Integrated course	1	Bachelor	2	22
ILM.ba	IO-GB	German for Beginners	Integrated course	1	Bachelor	4	23
ILM.ba	IO-GI	German Intermediate	Integrated course	1	Bachelor	4	24
ILM.ba	IO-GLI	German Lower Intermediate	Integrated course	1	Bachelor	4	25

Programme (department)	Course unit code	Course unit title	Course type	Semester (level)	Level	ECTS	Page
International Logistics Management (Bachelor, Steyr Campus)							
ILM.ba	IO-IM	Intercultural Management "MASTERING STRATEGY IN INTERCULTURAL ENVIRONMENTS"	Lecture	1	Bachelor	3	26
ILM.ba	IO-LS	Leadership	Integrated course	1	Bachelor	3	28
ILM.ba	IO-PGW	Professional Performance in a Globalized World - Obligatory	Integrated course	1	Bachelor	2	30
ILM.ba	IO-PI	Practical Introduction to studies - Obligatory	Integrated course	1	Bachelor	3	31
ILM.ba	LOM1IL	Logistics Management 2 - Planning and Production Logistics	Integrated course	1	Bachelor	3	32
ILM.ba	PRO5IL	Global Procurement	Integrated course	5	Bachelor	3	34
Marketing and Electronic Business (Bachelor, Steyr Campus)							
MEB.ba	EBZ5IL	E-Business 5 - Businessplan-Design participation only with Prerequisites	Integrated course	5	Bachelor	3	35
MEB.ba	ENG1UE	English I - basics	Practice-oriented session	1	Bachelor	3	36
MEB.ba	ENG3UE	English 3 advanced	Practice-oriented session	3	Bachelor	3	38
Smart Production and Management (Bachelor, Steyr Campus)							
SPMT.ba	ENA3UE	Advanced Business English I	Practice-oriented session	3	Bachelor	3	39
SPMT.ba	ENG1UE	Business English I	Practice-oriented session	1	Bachelor	3	40
Controlling, Accounting and Financial Management (Bachelor - Part Time, Steyr Campus)							
CRF.ba	BB ENE1UE	English 1 - Introduction to professional communication skills	Practice-oriented session	1	Bachelor	3	41
CRF.ba	BB ENV3UE	English 3 - Advanced professional communication skills	Practice-oriented session	3	Bachelor	2,5	42
CRF.ba	BB FIV3IL	Financial Engineering/International Capital Market	Integrated course	3	Bachelor	4	43
CRF.ba	BB MAS3IL	Marketing & Sales	Integrated course	3	Bachelor	3	44
CRF.ba	BB STR3IL	Strategic Corporate Planning	Integrated course	3	Bachelor	4	45
International Logistics Management (Bachelor - Part Time, Steyr Campus)							
ILM.ba	BB ENG1IL	English I	Integrated course	1	Bachelor	4,5	46

Programme (department)	Course unit code	Course unit title	Course type	Semester (level)	Level	ECTS	Page
International Logistics Management (Bachelor - Part Time, Steyr Campus)							
ILM.ba	BB GLL3SE	Case Studies on Global Logistics	Seminar	3	Bachelor	4	47
ILM.ba	BB INT3SE	Intercultural Management	Seminar	3	Bachelor	3,5	48
ILM.ba	BB MAP3IL	Marketing and HR-Management	Integrated course	3	Bachelor	4,5	49
ILM.ba	BB MEC3VO	Macroeconomics	Lecture	3	Bachelor	3	51
ILM.ba	BB NEG3SE	Negotiations	Seminar	3	Bachelor	4	52
Marketing and Electronic Business (Bachelor - Part Time, Steyr Campus)							
MEB.ba	BB ENG3UE	English 3 advanced	Practice-oriented session	3	Bachelor	3	53
Process Management and Business Intelligence (Bachelor - Part Time, Steyr Campus)							
PMBI.ba	BB EN1UE	English 1	Practice-oriented session	1	Bachelor	4	54
PMBI.ba	BB EN3UE	English 3	Practice-oriented session	3	Bachelor	4	55
Smart Production and Management (Bachelor - Part Time, Steyr Campus)							
SPMT.ba	ENA3UE	Advanced Business English I	Practice-oriented session	3	Bachelor	3	56
SPMT.ba	ENG1UE	Business English I	Practice-oriented session	1	Bachelor	3	57

Master's Degree Programme

Programme (department)	Course unit code	Course unit title	Course type	Semester (level)	Level	ECTS	Page
Controlling, Accounting and Financial Management (Master, Steyr Campus)							
CRFM.ma	WI23IL	Compulsory Elective 2 - Asset Management and Behavioral Finance	Integrated course	3	Master	3	58
Global Sales and Marketing Master (Master, Steyr Campus)							
GSMM.ma	M_CCM3IC	Cross-Cultural Marketing	Integrated course	3	Master	2	59
GSMM.ma	M_CJL3IT	Customer Journey Lab	Individual Training	3	Master	3	60
GSMM.ma	M_DCT1IL	Digital Creativity Tools	Integrated course	1	Master	4	61
GSMM.ma	M_DTM1IC	Digital Transformation in Marketing and Sales	Integrated course	1	Master	2	62
GSMM.ma	M_FIB1IC	Finance and Budgeting for Marketing and Sales	Integrated course	1	Master	4	63
GSMM.ma	M_GAN3IC	Global Accounts and Network Management	Integrated course	3	Master	3	64
GSMM.ma	M_GNT3IT	Global Negotiation Training	Individual Training	3	Master	1	65
GSMM.ma	M_GPM3IC	Global Price Management	Integrated course	3	Master	2	66
GSMM.ma	M_IBM1IC	International B2B Marketing	Integrated course	1	Master	2	67
GSMM.ma	M_IPR3IT	International Procurement	Individual Training	3	Master	1	68
GSMM.ma	M_KAM1IC	Key Account Management	Integrated course	1	Master	2	69
GSMM.ma	M_MBA3IC	Market and Business Analytics	Integrated course	3	Master	4	70
GSMM.ma	M_SAM1IC	Sales Management	Integrated course	1	Master	2	71
GSMM.ma	M_SFL1IC	Sales Force Leadership	Integrated course	1	Master	2	72
GSMM.ma	M_SIM3IC	Service and Innovation Management	Integrated course	3	Master	2	73
GSMM.ma	M_SSE1IC	Servitization and Service Excellence	Integrated course	1	Master	3	74

Programme (department)	Course unit code	Course unit title	Course type	Semester (level)	Level	ECTS	Page
Global Sales and Marketing Master (Master, Steyr Campus)							
GSMM.ma	M_SSM3IC	Sales Subsidiary Management	Integrated course	3	Master	2	75
GSMM.ma	M_STE1IC	Strategic thinking and execution	Integrated course	1	Master	3	76
GSMM.ma	M_VBM1IC	Value Based Marketing	Integrated course	1	Master	2	77
GSMM.ma	M_VBS1IC	Value Based Sales	Integrated course	1	Master	2	78
Operations Management (Master, Steyr Campus)							
OMT.ma	FUE1IL	Human Capital Management and Diversity – in German	Integrated course	1	Master	3	79
OMT.ma	GMI3IL	Business Model Innovation – in German	Lecture	3	Master	3	80
Controlling, Accounting and Financial Management (Master - Part Time, Steyr Campus)							
CRFM.ma	BB WI23IL	Compulsory Elective 2 - Asset Management and Behavioral Finance	Integrated course	3	Master	3	58
Global Sales and Marketing Master (Master - Part Time, Steyr Campus)							
GSMM.ma	BB_DTM1IC	Digital Transformation in Marketing and Sales	Integrated course	1	Master	2	82
GSMM.ma	BB_FIB1IC	Finance and Budgeting for Marketing and Sales	Integrated course	1	Master	4	83
GSMM.ma	BB_KAM1IC	Key Account Management	Integrated course	1	Master	2	84
GSMM.ma	BB_SAM1IC	Sales Management	Integrated course	1	Master	2	85
GSMM.ma	BB_SFL1IC	Sales Force Leadership	Integrated course	1	Master	2	86
GSMM.ma	BB_SSE1IC	Servitization and Service Excellence	Integrated course	1	Master	3	87
GSMM.ma	BB_STE1IC	Strategic thinking and execution	Integrated course	1	Master	3	88
GSMM.ma	BB_VBM1IC	Value Based Marketing	Integrated course	1	Master	2	89
GSMM.ma	BB_VBS1IC	Value Based Sales	Integrated course	1	Master	2	90
Operations Management (Master - Part Time, Steyr Campus)							
OMT.ma	FUE1IL	Human Capital Management and Diversity – in German	Integrated course	1	Master	3	91

Programme (department)	Course unit code	Course unit title	Course type	Semester (level)	Level	ECTS	Page
Operations Management (Master - Part Time, Steyr Campus)							
OMT.ma	NEG3IT	Negotiation – in German	Individual Training	3	Master	2	92
OMT.ma	NMA3IL	Sustainability Management – in German	Integrated course	3	Master	3	93

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	WS24/25
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

Learning objectives:

n.a.

Content:

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

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 practised:

- 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)

Prerequisites:

n.a.

Lecture/Seminar profile:

Marketing & Sales (MAS3IL)

Degree course	CRF.ba
Course title	Marketing & Sales
Course code	MAS3IL
Level	Bachelor
Term	WS24/25
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

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:

Introduction to B2B Marketing (BBM1IC)

Degree course	GSM.ba
Course title	Introduction to B2B Marketing
Course code	BBM1IC
Level	Bachelor
Term	WS24/25
Lecturer	Peter Hutterer, Christopher Korntner-Kanitz
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	written examination
Language of instruction	English
Places for international students	8

Learning objectives:

n.a.

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 behaviour
- Strategic elements of B2B marketing for various business sectors and segments

Prerequisites:

n.a.

Lecture/Seminar profile:

Elective Course 1 (ELEC1I)

Degree course	GSM.ba
Course title	Elective Course 1 - InnoCamp36
Course code	ELEC1I
Level	Bachelor
Term	WS24/25
Lecturer	Margarethe Überwimmer
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	10

Innovation – Creativity – Topics of the Future: INNOCAMP36® 2024 The Steyr Innovation Camp of Global Sales and Marketing comes again on **22nd and 23rd of October 2024**

Are you creative and capable to deliver top results within 36 hours? Then join in!

Companies in various sectors are seeking innovative ideas and solutions and will confront the participating student teams with actual challenges. All challenges are based on topics of the GSM degree programmes at the campus Steyr. Up to 10 teams have 36 hours to come up with great ideas and solutions and to present and discuss these.

Webpage: <https://fh-ooe.at/studienangebot/global-sales-and-marketing-master/innocamp36/for-students>

Lecture/Seminar profile:

Intercultural Management and Sales (ICM1IC)

Degree course	GSM.ba
Course title	Intercultural Management and Sales
Course code	ICM1IC
Level	Bachelor
Term	WS24/25
Lecturer	Monika Pleschinger, Martin Glatz, Christoph Meißelbach, Ekkehard Redlhammer, Muge Aknur, Harald Josef Hammer
Contact hours per week	3
ECTS credits	5
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	6

Learning objectives:

n.a.

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 one special country.

□ Intense comparison of the historical, religious, economical, philosophical, sociological and legal backgrounds of the chosen country.

□ Discussion of dos and don'ts in the chosen country both in the fields of Sales and Management

Prerequisites:

n.a.

Lecture/Seminar profile:

Psychology and Personal Resilience (PSY1IC)

Degree course	GSM.ba
Course title	Psychology and Personal Resilience
Course code	PSY1IC
Level	Bachelor
Term	WS24/25
Lecturer	Constanze Dostal
Contact hours per week	2
ECTS credits	2
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	6

Learning objectives:

n.a.

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)

Prerequisites:

n.a.

Lecture/Seminar profile:

Sales Organisation and Processes (SOP1IC)

Degree course	GSM.ba
Course title	Sales Organisation and Processes
Course code	SOP1IC
Level	Bachelor
Term	WS24/25
Lecturer	Christian Stadlmann, Jovana Pinter
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	4

Learning objectives:

n.a.

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, ...)

Sales channels

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

Prerequisites:

n.a.

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	WS24/25
Lecturer	Piotr Kwiatek, Robert Füreder, Margarethe Überwimmer
Contact hours per week	2
ECTS credits	4
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	9

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:

Business Administration 1 (BWL1VO)

Degree course	ILM.ba
Course title	Business Administration 1
Course code	BWL1VO
Level	Bachelor
Term	WS24/25
Lecturer	Petra Bachl
Contact hours per week	2
ECTS credits	3
Course type	Lecture
Examinations	written examination
Language of instruction	German/English
Places for international students	5

Learning objectives:

n.a.

Content:

- History of organizational theory
- Strategic decision bases for the choice of the organizational form
- Classical models of organizational structure (single-line and multi-line systems)
- New organizational approaches and leadership models
- Authority and leadership in hierarchy
- Internationalization and globalization of business
- Forms of international business activity
- Basics of organizational structure and process organization
- Basics of process organization
- Derivation of the most important organizational approaches

Prerequisites:

n.a.

Lecture/Seminar profile:**English I (ENG1IL)**

Degree course	ILM.ba
Course title	English I
Course code	ENG1IL
Level	Bachelor
Term	WS24/25
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	5

Learning objectives:

n.a.

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)

Prerequisites:

n.a.

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	WS24/25
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

Learning objectives:

n.a.

Content:

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

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

Prerequisites:

n.a.

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	WS24/25
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	15

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. Also, they can 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:

Specifically, the main contents taught will be:

- 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.

Prerequisites:

n.a.

Lecture/Seminar profile:

Conflict Management (IO-CM)

Degree course	ILM.ba
Course title	Conflict Management
Course code	IO-CM
Level	Bachelor
Term	WS24/25
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	30

Learning objectives:

n.a.

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.

Prerequisites:

n.a.

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	WS24/25
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	20

Learning objectives:

Course Aim:

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
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.

Prerequisites:

n.a.

Lecture/Seminar profile:**German for Beginners (IO-GB)**

Degree course	ILM.ba
Course title	German for Beginners
Course code	IO-GB
Level	Bachelor
Term	WS24/25
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

Learning objectives:

n.a.

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:

Pronunciation practice

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:

n.a.

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

Degree course	ILM.ba
Course title	German Intermediate
Course code	IO-GI
Level	Bachelor
Term	WS24/25
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

Learning objectives:

n.a.

Content:

Improvement of students' active language skills

Structure:

Extension of vocabulary, specific problems of grammar, practice in reading, conversation and composition

The development of speaking and listening proficiency is based on classroom activities such as listening comprehension, interactive games.

Students will be able to practice writing simple texts for communicative situations

Students will acquire a command of basic grammar of German

Prerequisites:

At least 4 years of German studies

Prerequisites:

n.a.

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

Degree course	ILM.ba
Course title	German Lower Intermediate
Course code	IO-GLI
Level	Bachelor
Term	WS24/25
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

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:

Intercultural Management "MASTERING STRATEGY IN INTERCULTURAL ENVIRONMENTS" (IO-IM)

Degree course	ILM.ba
Course title	Intercultural Management "MASTERING STRATEGY IN INTERCULTURAL ENVIRONMENTS"
Course code	IO-IM
Level	Bachelor
Term	WS24/25
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	20

Learning objectives:

Course Aim:

1. Understanding the importance of International Management
2. Trends and developments facing international managers
3. Strategies for emerging markets
4. Strategies for SMEs and value creation in alliances
5. International Human Resource Management applications
6. Cross Cultural Communication
7. 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. Cross cultural management and competitive strategies will be evaluated in the context of global changes, the expanding trade among the geographies, and rapidly growing economies in Asia that require new management applications.

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

Prerequisites:

n.a.

Lecture/Seminar profile:

Leadership (IO-LS)

Degree course	ILM.ba
Course title	Leadership
Course code	IO-LS
Level	Bachelor
Term	WS24/25
Lecturer	Dieter W. Schauer
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	20

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
- understand the implications and consequences of different leadership styles
- 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:

Overview on leadership
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

Prerequisites:

n.a.

Lecture/Seminar profile:**Professional Performance in a Globalised World (IO-PGW)**

Degree course	ILM.ba
Course title	Professional Performance in a Globalised World
Course code	IO-PGW
Level	Bachelor
Term	WS24/25
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	60

Learning objectives:

n.a.

Content:

Students are requested to think out of the box, break their patterns of behaviour 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.

Prerequisites:

n.a.

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	WS24/25
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	60

Learning objectives:

n.a.

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.

Prerequisites:

n.a.

Lecture/Seminar profile:

Logistics Management 2 - Planning and Production Logistics (LOM1IL)

Degree course	ILM.ba
Course title	Logistics Management 2 - Planning and Production Logistics
Course code	LOM1IL
Level	Bachelor
Term	WS24/25
Lecturer	Gerald Schönwetter
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	oral or written examination
Language of instruction	English
Places for international students	10

Learning objectives:

n.a.

Content:

- Primary demand planning: from the sales program to the production program, aggregation and disaggregation; conflicting goals and adjustment measures within the framework of primary demand planning; interfaces to marketing and distribution
 - Assortment design and material rationalization: standardization, standardization and typing, common part concepts, variant management
 - Material requirements planning: methods and procedures for determining requirements, order quantities or lot-size planning
 - Make or Buy decision process: Decision alternatives, decision criteria, decision methods
 - Procurement logistics: delivery concepts, goods receipt and warehouse organization
 - Production: production types, customer order decoupling point, aspects of alternative production concepts (TPS, JIT production, lean production), material supply concepts, rationalization options in production
 - Instruments, systems and methods: ABC analysis, XYZ analysis, value stream mapping and design; IT systems (PPS, ERP).
- The integrated exercise is designed to help students understand the content of the lecture by

requiring them to apply the content to concrete practical problems. Field trip to a production plant (e.g. BMW, ZKW, CNH) is planned.

Prerequisites:

n.a.

Lecture/Seminar profile:

Global Procurement (PRO5IL)

Degree course	ILM.ba
Course title	Global Procurement
Course code	PRO5IL
Level	Bachelor
Term	WS24/25
Lecturer	Gerald Schönwetter
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	German/English
Places for international students	10

Learning objectives:

n.a.

Content:

- Global markets for raw materials and components and their current conditions.
- Particular prerequisites and specifics when sourcing globally.
- TCO analysis for global sourcing (duties, freight cost, non-conforming qualities, phase-in costs for suppliers, etc.).
- The German Supply Chain act and comparable regulations.
- A focus on low-cost countries with respect to their political and social development, trade agreements, trade barriers.
- Case studies

Prerequisites:

n.a.

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	WS24/25
Lecturer	Gerold Wagner, Harald Kindermann
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	written examination
Language of instruction	German/English
Places for international students	10

Content:

Ziel der Lehrveranstaltung ist es, in einem integrativen Kernprojekt die gelernten Inhalte der Fachdisziplinen Marketing, Internet und IT, Prozesse und Finance projektorientiert in einem Fallbeispiel anzuwenden. Die Studierenden machen ein bestehendes Unternehmen „e-Ready“ oder gründen ein neues Unternehmen im Kontext von E-Business.

Inhalt:

- Strategische und operative Marketingplanung: Positionierung, Kundennutzen, Value Proposition, Kommunikation, Vertrieb, Preis
- Informationsinfrastruktur, prototypische Umsetzung
- Wirtschaftlichkeitsbetrachtung, Erstellung Businessplan

Prerequisites:

Understanding in:

Marketing:

Strategic and operational marketing planning

Business Model and Business Plan

(extent at least 4 ECTS-LP)

Finance:

Cost accounting

Investment & financing

IT:

Network architecture and network components

Software architecture

Lecture/Seminar profile:**English I - basics (ENG1UE)**

Degree course	MEB.ba
Course title	English I - basics
Course code	ENG1UE
Level	Bachelor
Term	WS24/25
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

Learning objectives:

n.a.

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 (Förderunterricht)

Prerequisites:

n.a.

Lecture/Seminar profile:**English 3 advanced (ENG3UE)**

Degree course	MEB.ba
Course title	English 3 advanced
Course code	ENG3UE
Level	Bachelor
Term	WS24/25
Lecturer	Frank Cromack, 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	6

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:**Advanced Business English I (ENA3UE)**

Degree course	SPMT.ba
Course title	Advanced Business English I
Course code	ENA3UE
Level	Bachelor
Term	WS24/25
Lecturer	Frank Cromack
Contact hours per week	2
ECTS credits	3
Course type	Practice-oriented session
Examinations	continuous assessment
Language of instruction	English
Places for international students	3

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:**Business English I (ENG1UE)**

Degree course	SPMT.ba
Course title	Business English I
Course code	ENG1UE
Level	Bachelor
Term	WS24/25
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	3

Learning objectives:

n.a.

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

Prerequisites:

n.a.

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	WS24/25
Lecturer	Sarah Ann Grafinger, 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

Learning objectives:

n.a.

Content:

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

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 practised:

- 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)

Prerequisites:

n.a.

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	WS24/25
Lecturer	Lisa Schreiner, 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

Learning objectives:

n.a.

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

Prerequisites:

n.a.

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	WS24/25
Lecturer	Stefan Fink, Franziska Schinko
Contact hours per week	3
ECTS credits	4
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	German/English
Places for international students	10

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:**Marketing & Sales (BB MAS3IL)**

Degree course	CRF.ba
Course title	Marketing & Sales
Course code	BB MAS3IL
Level	Bachelor
Term	WS24/25
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

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:

Strategic Corporate Planning (BB STR3IL)

Degree course	CRF.ba
Course title	Strategic Corporate Planning
Course code	BB STR3IL
Level	Bachelor
Term	WS24/25
Lecturer	Heimo Losbichler
Contact hours per week	3
ECTS credits	4
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	5

Learning objectives:

n.a.

Content:

Basics of strategic corporate planning (concept of pre-tax variables, connection and interaction between corporate strategy, structure and culture)
Process of strategic corporate planning (steps in market or resource-oriented strategy approach)
Strategic goal setting (vision, mission, values)
strategic analysis (environment analysis, industry analysis, SWOT analysis)
Competitive strategies, positioning
Formation of strategic business areas
Strategic concepts and instruments (core competencies, PIMS, product life cycle, experience curve, portfolio)
Strategy implementation

Prerequisites:

n.a.

Lecture/Seminar profile:**English I (BB ENG1IL)**

Degree course	ILM.ba
Course title	English I
Course code	BB ENG1IL
Level	Bachelor
Term	WS24/25
Lecturer	Samantha Einwagner, Kristal Fellingner
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

Learning objectives:

n.a.

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)

Prerequisites:

n.a.

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	WS24/25
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	6

Learning objectives:

n.a.

Content:

- Apply theory-based content of module Logistikmanagement Einführung 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

Prerequisites:

n.a.

Lecture/Seminar profile:**Intercultural Management (BB INT3SE)**

Degree course	ILM.ba
Course title	Intercultural Management
Course code	BB INT3SE
Level	Bachelor
Term	WS24/25
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	6

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:

Marketing and HR-Management (BB MAP3IL)

Degree course	ILM.ba
Course title	Marketing and HR-Management
Course code	BB MAP3IL
Level	Bachelor
Term	WS24/25
Lecturer	Markus-Maximilian Eiselsberg, Monika Pleschinger
Contact hours per week	3
ECTS credits	4,5
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	6

Learning objectives:

n.a.

Content:

- Development, definition and concept of marketing with reference to the SHI.
- Elaboration of the differences between the scientific marketing perspective and the view of the entrepreneurial practice
- Explanation of the differences and characteristics of business-to-business, industrial goods and business-to-consumer marketing
- Situation analysis, market segmentation, definition and evaluation of target markets, selection of target markets, development of differentiation and positioning strategies
- Product, price, distribution, sales and communication policy
- Integrated market communication and its importance
- Introduction to deduction and induction problems
- Characteristics of a population (location and dispersion parameters)
- Representativeness and selection procedure, confidence interval width
- Formulation of hypotheses
- Validity, reliability, objectivity
- Effect sizes
- Different research designs
- Methods of information gathering
- Questionnaire development
- Overview of important multivariate analysis methods
- Personality Psychology
- motivational psychology

- Teams and group dynamics
- conflict management
- role theory
- Economic sociology
- Application of the contents by means of practical examples
- working time models
- Personnel search, recruitment and development
- personnel termination

Prerequisites:

n.a.

Lecture/Seminar profile:

Macroeconomics (BB MEC3VO)

Degree course	ILM.ba
Course title	Macroeconomics
Course code	BB MEC3VO
Level	Bachelor
Term	WS24/25
Lecturer	Alexander Knabl
Contact hours per week	2
ECTS credits	3
Course type	Lecture
Examinations	written examination
Language of instruction	English
Places for international students	6

Learning objectives:

n.a.

Content:

- Basic functioning and interrelationships of a national economy
- Relationships and interdependencies between businesses and the (natural and social) environment.
- Basics of micro- and macroeconomics, economic systems, national accounts, economic growth and business cycles, location, industry and environment
- Market forms
- money market
- Currency and interest rate policy
- International business strategies and economics

Prerequisites:

n.a.

Lecture/Seminar profile:**Negotiations (BB NEG3SE)**

Degree course	ILM.ba
Course title	Negotiations
Course code	BB NEG3SE
Level	Bachelor
Term	WS24/25
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	4

Learning objectives:

n.a.

Content:

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

Prerequisites:

n.a.

Lecture/Seminar profile:**English 3 advanced (BB ENG3UE)**

Degree course	MEB.ba
Course title	English 3 advanced
Course code	BB ENG3UE
Level	Bachelor
Term	WS24/25
Lecturer	Jonathan Charles Bamford, Jürgen Dünhofen
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

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:**English 1 (BB EN1UE)**

Degree course	PMBl.ba
Course title	English 1
Course code	BB EN1UE
Level	Bachelor
Term	WS24/25
Lecturer	David Everson-Baltas, Timothy Spence
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

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:**English 3 (BB EN3UE)**

Degree course	PMBl.ba
Course title	English 3
Course code	BB EN3UE
Level	Bachelor
Term	WS24/25
Lecturer	Marina Kostic
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

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:**Advanced Business English I (ENA3UE)**

Degree course	SPMT.ba
Course title	Advanced Business English I
Course code	ENA3UE
Level	Bachelor
Term	WS24/25
Lecturer	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	3

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:**Business English I (ENG1UE)**

Degree course	SPMT.ba
Course title	Business English I
Course code	ENG1UE
Level	Bachelor
Term	WS24/25
Lecturer	Matthew Clavan
Contact hours per week	2
ECTS credits	3
Course type	Practice-oriented session
Examinations	continuous assessment
Language of instruction	English
Places for international students	3

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:**Compulsory Elective 2 (WI23IL)**

Degree course	CRFM.ma
Course title	Compulsory Elective 2 - Asset Management and Behavioral Finance
Course code	WI23IL
Level	Master
Term	WS24/25
Lecturer	Michael Viehs
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	4

Learning objectives:

n.a.

Content:

- Asset classes and their characteristics, including their diversification potential
- Application of the Capital Asset Pricing Model in a valuation and investment context
- Applying company valuation methods (multiple valuation, discounted cash flow models, etc.) to make investment decisions
- Portfolio performance measurement, including attribution analysis
- Investors and the investment process: How do institutional investors work and operate?
- Learning about the efficient market hypothesis and their implication for financial markets
- Understanding behavioral biases in investments: Introduction to prospect theory (Kahnemann and Tversky), loss aversion, stock market overreaction, and other biases that are important in an investment context

Prerequisites:

n.a.

Lecture/Seminar profile:**Cross-Cultural Marketing (M_CCM3IC)**

Degree course	GSMM.ma
Course title	Cross-Cultural Marketing
Course code	M_CCM3IC
Level	Master
Term	WS24/25
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

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:

Customer Journey Lab (M_CJL3IT)

Degree course	GSMM.ma
Course title	Customer Journey Lab
Course code	M_CJL3IT
Level	Master
Term	WS24/25
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

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:**Digital Creativity Tools (M_DCT1IL)**

Degree course	GSMM.ma
Course title	Digital Creativity Tools
Course code	M_DCT1IL
Level	Master
Term	WS24/25
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

Learning objectives:

n.a.

Content:

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

Prerequisites:

n.a.

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	WS24/25
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

Learning objectives:

n.a.

Content:

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

Prerequisites:

n.a.

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	WS24/25
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

Learning objectives:

n.a.

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

Prerequisites:

n.a.

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	WS24/25
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

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:

Global Negotiation Training (M_GNT3IT)

Degree course	GSMM.ma
Course title	Global Negotiation Training
Course code	M_GNT3IT
Level	Master
Term	WS24/25
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

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:

Global Price Management (M_GPM3IC)

Degree course	GSMM.ma
Course title	Global Price Management
Course code	M_GPM3IC
Level	Master
Term	WS24/25
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

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:**International B2B Marketing (M_IBM1IC)**

Degree course	GSMM.ma
Course title	International B2B Marketing
Course code	M_IBM1IC
Level	Master
Term	WS24/25
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

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:**International Procurement (M_IPR3IT)**

Degree course	GSMM.ma
Course title	International Procurement
Course code	M_IPR3IT
Level	Master
Term	WS24/25
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

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:**Key Account Management (M_KAM1IC)**

Degree course	GSMM.ma
Course title	Key Account Management
Course code	M_KAM1IC
Level	Master
Term	WS24/25
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

Learning objectives:

n.a.

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.)

Prerequisites:

n.a.

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	WS24/25
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

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:

Sales Management (M_SAM1IC)

Degree course	GSMM.ma
Course title	Sales Management
Course code	M_SAM1IC
Level	Master
Term	WS24/25
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

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:**Sales Force Leadership (M_SFL1IC)**

Degree course	GSMM.ma
Course title	Sales Force Leadership
Course code	M_SFL1IC
Level	Master
Term	WS24/25
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

Learning objectives:

n.a.

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

Prerequisites:

n.a.

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	WS24/25
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

Learning objectives:

n.a.

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

Prerequisites:

n.a.

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	WS24/25
Lecturer	Peter Hutterer
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:**Sales Subsidiary Management (M_SSM3IC)**

Degree course	GSMM.ma
Course title	Sales Subsidiary Management
Course code	M_SSM3IC
Level	Master
Term	WS24/25
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

Learning objectives:

n.a.

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)

Prerequisites:

n.a.

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	WS24/25
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

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:

Value Based Marketing (M_VBM1IC)

Degree course	GSMM.ma
Course title	Value Based Marketing
Course code	M_VBM1IC
Level	Master
Term	WS24/25
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

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:**Value Based Sales (M_VBS1IC)**

Degree course	GSMM.ma
Course title	Value Based Sales
Course code	M_VBS1IC
Level	Master
Term	WS24/25
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

Learning objectives:

n.a.

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

Prerequisites:

n.a.

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	WS24/25
Lecturer	Christine Ebner
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	oral or written examination
Language of instruction	German/English
Places for international students	5

Learning objectives:

n.a.

Content:

- Bereiche und Basiswerkzeuge des HCM
- Strategische Ansätze im HCM
- Personalplanung
- Personalmarketing / Employer Branding
- Personalsuche und -auswahl: Methoden und Prozesse
- Personalentwicklung / Talent Management
- Gehalts- und Vergütungsmanagement
- Kennzahlen im HRM, speziell in produzierenden Unternehmen
- Interkulturalität: Modelle und Dimensionen der Interkulturalität
- Interkulturelle Unterschiedlichkeiten, Leistung und Werte
- Kommunikationsbarrieren und deren Überwindung

Die Studierenden erleben in einem konkreten Projekt - mit Personen mit unterschiedlichem kulturellen Hintergrund - die veränderten Herausforderungen der Zusammenarbeit und sind in der Lage die eigene Arbeitsweise hinsichtlich Diversität und Integration unterschiedlicher Zielgruppen zu reflektieren und anzupassen.

Prerequisites:

n.a.

Lecture/Seminar profile:

Business Model Innovation (GMI3IL)

Degree course	OMT.ma
Course title	Business Model Innovation
Course code	GMI3IL
Level	Master
Term	WS24/25
Lecturer	Manuel Brunner
Contact hours per week	2
ECTS credits	3
Course type	Lecture
Examinations	oral or written examination
Language of instruction	German/English
Places for international students	5

Learning objectives:

n.a.

Content:

- Geschäftsmodelle
- Datenbasierte Geschäftsmodelle
- Digitalisierungsstrategie und Geschäftsmodelle
- Geschäftsmodellinnovation
- Vorgehensmodell und Methoden zur Geschäftsmodellinnovation
- Fallstudien erfolgreicher Geschäftsmodellinnovationen

Prerequisites:

n.a.

Lecture/Seminar profile:

Compulsory Elective 2 (BB WI23IL)

Degree course	CRFM.ma
Course title	Compulsory Elective 2
Course code	BB WI23IL
Level	Master
Term	WS24/25
Lecturer	Michael Viehs
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	4

Learning objectives:

n.a.

Content:

n.a.

Prerequisites:

n.a.

Lecture/Seminar profile:

Digital Transformation in Marketing and Sales (BB_DTM1IC)

Degree course	GSMM.ma
Course title	Digital Transformation in Marketing and Sales
Course code	BB_DTM1IC
Level	Master
Term	WS24/25
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

Learning objectives:

n.a.

Content:

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

Prerequisites:

n.a.

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	WS24/25
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

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:**Key Account Management (BB_KAM1IC)**

Degree course	GSMM.ma
Course title	Key Account Management
Course code	BB_KAM1IC
Level	Master
Term	WS24/25
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

Learning objectives:

n.a.

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.)

Prerequisites:

n.a.

Lecture/Seminar profile:**Sales Management (BB_SAM1IC)**

Degree course	GSMM.ma
Course title	Sales Management
Course code	BB_SAM1IC
Level	Master
Term	WS24/25
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

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:**Sales Force Leadership (BB_SFL1IC)**

Degree course	GSMM.ma
Course title	Sales Force Leadership
Course code	BB_SFL1IC
Level	Master
Term	WS24/25
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

Learning objectives:

n.a.

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

Prerequisites:

n.a.

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	WS24/25
Lecturer	Peter Hutterer
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	continuous assessment
Language of instruction	English
Places for international students	2

Learning objectives:

n.a.

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

Prerequisites:

n.a.

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	WS24/25
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

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:

Value Based Marketing (BB_VBM1IC)

Degree course	GSMM.ma
Course title	Value Based Marketing
Course code	BB_VBM1IC
Level	Master
Term	WS24/25
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

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:**Value Based Sales (BB_VBS1IC)**

Degree course	GSMM.ma
Course title	Value Based Sales
Course code	BB_VBS1IC
Level	Master
Term	WS24/25
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

Learning objectives:

n.a.

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

Prerequisites:

n.a.

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	WS24/25
Lecturer	Christine Ebner
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	oral or written examination
Language of instruction	German/English
Places for international students	5

Learning objectives:

n.a.

Content:

- Bereiche und Basiswerkzeuge des HCM
- Strategische Ansätze im HCM
- Personalplanung
- Personalmarketing / Employer Branding
- Personalsuche und -auswahl: Methoden und Prozesse
- Personalentwicklung / Talent Management
- Gehalts- und Vergütungsmanagement
- Kennzahlen im HRM, speziell in produzierenden Unternehmen
- Interkulturalität: Modelle und Dimensionen der Interkulturalität
- Interkulturelle Unterschiedlichkeiten, Leistung und Werte
- Kommunikationsbarrieren und deren Überwindung

Die Studierenden erleben in einem konkreten Projekt - mit Personen mit unterschiedlichem kulturellen Hintergrund - die veränderten Herausforderungen der Zusammenarbeit und sind in der Lage die eigene Arbeitsweise hinsichtlich Diversität und Integration unterschiedlicher Zielgruppen zu reflektieren und anzupassen.

Prerequisites:

n.a.

Lecture/Seminar profile:

Negotiation (NEG3IT)

Degree course	OMT.ma
Course title	Negotiation
Course code	NEG3IT
Level	Master
Term	WS24/25
Lecturer	Robert Füreder
Contact hours per week	2
ECTS credits	2
Course type	Individual Training
Examinations	continuous assessment
Language of instruction	German/English
Places for international students	5

Learning objectives:

n.a.

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

Prerequisites:

n.a.

Lecture/Seminar profile:

Sustainability Management (NMA3IL)

Degree course	OMT.ma
Course title	Sustainability Management
Course code	NMA3IL
Level	Master
Term	WS24/25
Lecturer	Stefan Grafenhorst
Contact hours per week	2
ECTS credits	3
Course type	Integrated course
Examinations	oral or written examination
Language of instruction	German/English
Places for international students	5

Learning objectives:

n.a.

Content:

- Einführung in das Themenfeld Nachhaltigkeitsmanagement: worum es geht und warum es relevant ist
- Anforderungen an Unternehmen im Bereich Nachhaltigkeit: was genau wird gefordert von Unternehmen
- Nachhaltige Unternehmensführung und strategische Ausrichtung: was muss strategisch getan werden, damit das Thema integriert ist
- Nachhaltigkeitscontrolling: wie kann die Nachhaltigkeitsperformance von Unternehmen bewertet und messbar gemacht werden
- Nachhaltigkeitsberichterstattung von Unternehmen: was zeichnet eine qualitativ hochwertige Berichterstattung aus
- Nachhaltigkeitsbewertungen von Unternehmen: wie und wer kann die Nachhaltigkeitsperformance von Unternehmen messen
- Konkrete Fallbeispiele zu Herausforderungen des Nachhaltigkeitsmanagements in Unternehmen

Prerequisites:

n.a.