



UNIVERSITY  
OF APPLIED SCIENCES  
UPPER AUSTRIA

# Course Offer

for Incoming Exchange  
Students



School of Business and Management

[fh-ooe.at/en/steyr-campus](https://fh-ooe.at/en/steyr-campus)

## Bachelor's Degree Programme – Winter semester 2024-2025

Programme (department)	Course unit code	Course unit title	Course type	Semester (level)	Level	ECTS	Page
<b>Controlling, Accounting and Financial Management (Bachelor, Steyr Campus)</b>							
CRF.ba	BAP1IL	GERMAN Business Analytics 1	Integrated course	1	Bachelor	1,5	8
CRF.ba	ENE1UE	English 1 - Introduction to professional communication skills	Practice-oriented session	1	Bachelor	3	9
CRF.ba	MAS3IL	Marketing & Sales	Integrated course	3	Bachelor	3	10
CRF.ba	ORG3VO	GERMAN Organization	Lecture	3	Bachelor	1,5	11
CRF.ba	PRO3SE	GERMAN Project Management	Seminar	3	Bachelor	2,5	12
CRF.ba	SCM3VO	GERMAN Supply Chain Management	Lecture	3	Bachelor	1,5	13
CRF.ba	VWL1VO	GERMAN Macro- and Microeconomics	Lecture	1	Bachelor	3	14
<b>Global Sales and Marketing Bachelor (Bachelor, Steyr Campus)</b>							
GSM.ba	BBM1IC	Introduction to B2B Marketing	Integrated course	1	Bachelor	3	15
GSM.ba	ELEC1I	Elective Course 1 - Managing Across Borders and Cultures	Integrated course	5	Bachelor	3	16
GSM.ba	ELEC1I	Elective Course 1 - InnoCamp36	Integrated course	5	Bachelor	3	17
GSM.ba	ELEC2I	Elective Course 2 - Circular Economy and Impact on Marketing	Integrated course	5	Bachelor	3	18
GSM.ba	ELEC2I	Elective Course 2 - Sales and Operations Planning	Integrated course	5	Bachelor	3	19
GSM.ba	ICM1IC	Intercultural Management and Sales	Integrated course	1	Bachelor	5	20
GSM.ba	ICM5I	Ethics and Business Ethics in a Worldwide Comparison	Integrated course	5	Bachelor	2	21
GSM.ba	ICM6I	Expatriate Management	Integrated course	5	Bachelor	2	22
GSM.ba	M/GBM1I	Global B2B Marketing Case Study	Integrated course	5	Bachelor	2	23
GSM.ba	PSY1IC	Psychology and Personal Resilience	Integrated course	1	Bachelor	2	24
GSM.ba	SOP1IC	Sales Organisation and Processes	Integrated course	1	Bachelor	3	25
GSM.ba	STP1IC	Sustainable Strategic Planning for Marketing	Integrated course	1	Bachelor	4	26

Programme (department)	Course unit code	Course unit title	Course type	Semester (level)	Level	ECTS	Page
<b>International Logistics Management (Bachelor, Steyr Campus)</b>							
ILM.ba	BWL1VO	Business Administration 1	Lecture	1	Bachelor	3	27
ILM.ba	ENG1IL	English I	Integrated course	1	Bachelor	4,5	28
ILM.ba	IO-ACC	Austrian Culture and Civilization	Integrated course	1	Bachelor	4	29
ILM.ba	IO-ACFV	Applied Corporate Finance for Valuation	Integrated course	1	Bachelor	3	30
ILM.ba	IO-CM	Conflict Management	Seminar	1	Bachelor	3	31
ILM.ba	IO-ENT	Entrepreneurship & Business Entry Models	Integrated course	1	Bachelor	2	32
ILM.ba	IO-GB	German for Beginners	Integrated course	1	Bachelor	4	33
ILM.ba	IO-GI	German Intermediate	Integrated course	1	Bachelor	4	34
ILM.ba	IO-GLI	German Lower Intermediate	Integrated course	1	Bachelor	4	35
ILM.ba	IO-IM	Intercultural Management "Mastering Strategy In Intercultural Environments"	Lecture	1	Bachelor	3	36
ILM.ba	IO-LS	Leadership	Integrated course	1	Bachelor	3	37
ILM.ba	IO-PGW	Professional Performance in a Globalised World	Integrated course	1	Bachelor	2	38
ILM.ba	IO-PI	Practical Introduction to studies	Integrated course	1	Bachelor	3	39
ILM.ba	LOM1IL	Logistics Management 2 - Planning and Production Logistics	Integrated course	1	Bachelor	3	40
ILM.ba	PRO5IL	Global Procurement	Integrated course	5	Bachelor	3	41
<b>Marketing and Electronic Business (Bachelor, Steyr Campus)</b>							
MEB.ba	EBZ5IL	E-Business 5 - Businessplan-Design only with the Prerequisites	Integrated course	5	Bachelor	4,5	42
MEB.ba	ENG1UE	English I - basics	Practice-oriented session	1	Bachelor	3	43
MEB.ba	ENG3UE	English 3 advanced	Practice-oriented session	3	Bachelor	3	44

Programme (department)	Course unit code	Course unit title	Course type	Semester (level)	Level	ECTS	Page
<b>Smart Production and Management (Bachelor, Steyr Campus)</b>							
SPMT.ba	ENA3UE	Advanced Business English I	Practice-oriented session	3	Bachelor	3	45
SPMT.ba	ENG1UE	Business English I	Practice-oriented session	1	Bachelor	3	46
<b>Controlling, Accounting and Financial Management (Bachelor - Part Time, Steyr Campus)</b>							
CRF.ba	BB BAP1IL	<b>GERMAN</b> Business Analytics 1	Integrated course	1	Bachelor	1,5	8
CRF.ba	BB ENE1UE	English 1 - Introduction to professional communication skills	Practice-oriented session	1	Bachelor	3	9
CRF.ba	BB FIV3IL	Financial Engineering/International Capital Market	Integrated course	3	Bachelor	4	47
CRF.ba	BB MAS3IL	Marketing & Sales	Integrated course	3	Bachelor	3	48
CRF.ba	BB PRO3SE	<b>GERMAN</b> Project Management	Seminar	3	Bachelor	2,5	12
CRF.ba	BB SCM3VO	<b>GERMAN</b> Supply Chain Management	Lecture	3	Bachelor	1,5	13
CRF.ba	BB SKV3IT	<b>GERMAN</b> Social Skills training 3 - Presentation & Communication	Individual Training	3	Bachelor	1	49
CRF.ba	BB STR3IL	Strategic Corporate Planning	Integrated course	3	Bachelor	4	50
CRF.ba	BB VWL1VO	<b>GERMAN</b> Macro- and Microeconomics	Lecture	1	Bachelor	3	14
<b>International Logistics Management (Bachelor - Part Time, Steyr Campus)</b>							
ILM.ba	BB GLL3SE	Case Studies on Global Logistics	Seminar	3	Bachelor	4	51
ILM.ba	BB INT3SE	Intercultural Management	Seminar	3	Bachelor	3,5	52
ILM.ba	BB MAP3IL	Marketing and HR-Management	Integrated course	3	Bachelor	4,5	53
ILM.ba	BB MEC3VO	Macroeconomics	Lecture	3	Bachelor	3	54
ILM.ba	BB NEG3SE	Negotiations	Seminar	3	Bachelor	4	55

Programme (department)	Course unit code	Course unit title	Course type	Semester (level)	Level	ECTS	Page
<b>Marketing and Electronic Business (Bachelor - Part Time, Steyr Campus)</b>							
MEB.ba	BB ENG3UE	English 3 advanced	Practice-oriented session	3	Bachelor	3	44
<b>Process Management and Business Intelligence (Bachelor - Part Time, Steyr Campus)</b>							
PMBI.ba	BB EN1UE	English 1	Practice-oriented session	1	Bachelor	4	56
PMBI.ba	BB EN3UE	English 3	Practice-oriented session	3	Bachelor	4	57
<b>Smart Production and Management (Bachelor - Part Time, Steyr Campus)</b>							
SPMT.ba	ENA3UE	Advanced Business English I	Practice-oriented session	3	Bachelor	3	58
SPMT.ba	ENG1UE	Business English I	Practice-oriented session	1	Bachelor	3	59

## Master's Degree Programme – Winter semester 2024-2025

Programme (department)	Course unit code	Course unit title	Course type	Semester (level)	Level	ECTS	Page
<b>Controlling, Accounting and Financial Management (Master, Steyr Campus)</b>							
CRFM.ma	WI23IL	Compulsory Elective 2 - Asset Management and Behavioral Finance	Integrated course	3	Master	3	60
<b>Global Sales and Marketing Master (Master, Steyr Campus)</b>							
GSMM.ma	M_CCM3IC	Cross-Cultural Marketing	Integrated course	3	Master	2	61
GSMM.ma	M_CJL3IT	Customer Journey Lab	Individual Training	3	Master	3	62
GSMM.ma	M_DCT1IL	Digital Creativity Tools	Integrated course	1	Master	4	63
GSMM.ma	M_DTM1IC	Digital Transformation in Marketing and Sales	Integrated course	1	Master	2	64
GSMM.ma	M_FIB1IC	Finance and Budgeting for Marketing and Sales	Integrated course	1	Master	4	65
GSMM.ma	M_GAN3IC	Global Accounts and Network Management	Integrated course	3	Master	3	66
GSMM.ma	M_GNT3IT	Global Negotiation Training	Individual Training	3	Master	1	67
GSMM.ma	M_GPM3IC	Global Price Management	Integrated course	3	Master	2	68
GSMM.ma	M_IBM1IC	International B2B Marketing	Integrated course	1	Master	2	69
GSMM.ma	M_IPR3IT	International Procurement	Individual Training	3	Master	1	70
GSMM.ma	M_KAM1IC	Key Account Management	Integrated course	1	Master	2	71
GSMM.ma	M_MBA3IC	Market and Business Analytics	Integrated course	3	Master	4	72
GSMM.ma	M_SAM1IC	Sales Management	Integrated course	1	Master	2	73
GSMM.ma	M_SFL1IC	Sales Force Leadership	Integrated course	1	Master	2	74
GSMM.ma	M_SIM3IC	Service and Innovation Management	Integrated course	3	Master	2	75
GSMM.ma	M_SSE1IC	Servitization and Service Excellence	Integrated course	1	Master	3	76

Programme (department)	Course unit code	Course unit title	Course type	Semester (level)	Level	ECTS	Page
<b>Global Sales and Marketing Master (Master, Steyr Campus)</b>							
GSMM.ma	M_SSM3IC	Sales Subsidiary Management	Integrated course	3	Master	2	77
GSMM.ma	M_STE1IC	Strategic thinking and execution	Integrated course	1	Master	3	78
GSMM.ma	M_VBM1IC	Value Based Marketing	Integrated course	1	Master	2	79
GSMM.ma	M_VBS1IC	Value Based Sales	Integrated course	1	Master	2	80
<b>Operations Management (Master, Steyr Campus)</b>							
OMT.ma	FUE1IL	<b>GERMAN</b> Human Capital Management and Diversity	Integrated course	1	Master	3	81
OMT.ma	GMI3IL	<b>GERMAN</b> Business Model Innovation	Lecture	3	Master	3	82
<b>Controlling, Accounting and Financial Management (Master - Part Time, Steyr Campus)</b>							
CRFM.ma	BB WI23IL	Compulsory Elective 2 - Asset Management and Behavioral Finance	Integrated course	3	Master	3	60
<b>Global Sales and Marketing Master (Master - Part Time, Steyr Campus)</b>							
GSMM.ma	BB_DTM1IC	Digital Transformation in Marketing and Sales	Integrated course	1	Master	2	64
GSMM.ma	BB_FIB1IC	Finance and Budgeting for Marketing and Sales	Integrated course	1	Master	4	65
GSMM.ma	BB_KAM1IC	Key Account Management	Integrated course	1	Master	2	71
GSMM.ma	BB_SAM1IC	Sales Management	Integrated course	1	Master	2	73
GSMM.ma	BB_SFL1IC	Sales Force Leadership	Integrated course	1	Master	2	74
GSMM.ma	BB_SSE1IC	Servitization and Service Excellence	Integrated course	1	Master	3	76
GSMM.ma	BB_STE1IC	Strategic thinking and execution	Integrated course	1	Master	3	78
GSMM.ma	BB_VBM1IC	Value Based Marketing	Integrated course	1	Master	2	79
GSMM.ma	BB_VBS1IC	Value Based Sales	Integrated course	1	Master	2	80
<b>Operations Management (Master - Part Time, Steyr Campus)</b>							
OMT.ma	FUE1IL	<b>GERMAN</b> Human Capital Management and Diversity	Integrated course	1	Master	3	81

Programme (department)	Course unit code	Course unit title	Course type	Semester (level)	Level	ECTS	Page
<b>Operations Management (Master - Part Time, Steyr Campus)</b>							
OMT.ma	NEG3IT	<b>GERMAN</b> Negotiation	Individual Training	3	Master	2	83
OMT.ma	NMA3IL	<b>GERMAN</b> Sustainability Management	Integrated course	3	Master	3	84



**Lecture/Seminar profile:****Business Analytics 1 (BAP1IL)**

<b>Degree course</b>	CRF.ba
<b>Course title</b>	Business Analytics 1
<b>Course code</b>	BAP1IL
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Stefan Glück
<b>Contact hours per week</b>	1
<b>ECTS credits</b>	1,5
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	<b>German</b>
<b>Places for international students</b>	3

**Learning objectives:**

n.a.

**Content:**

Grundlagen der Informationsverarbeitung

Tabellenkalkulation: insbesondere Datenaufbereitungsmechanismen und erweiterte Excel-Funktionen (Gliederung, Pivottabellen,...)

**Prerequisites:**

n.a.

**Lecture/Seminar profile:****English 1 - Introduction to professional communication skills (ENE1UE)**

<b>Degree course</b>	CRF.ba
<b>Course title</b>	English 1 - Introduction to professional communication skills
<b>Course code</b>	ENE1UE
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Sarah Ann Grafinger, Teresa Rieger
<b>Contact hours per week</b>	3
<b>ECTS credits</b>	3
<b>Course type</b>	Practice-oriented session
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	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)**

<b>Degree course</b>	CRF.ba
<b>Course title</b>	Marketing & Sales
<b>Course code</b>	MAS3IL
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Hubert Preisinger
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	3
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	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:****Organization (ORG3VO)**

<b>Degree course</b>	CRF.ba
<b>Course title</b>	Organization
<b>Course code</b>	ORG3VO
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Karin Michaela Feil
<b>Contact hours per week</b>	1
<b>ECTS credits</b>	1,5
<b>Course type</b>	Lecture
<b>Examinations</b>	written examination
<b>Language of instruction</b>	<b>German</b>
<b>Places for international students</b>	5

**Learning objectives:**

n.a.

**Content:**

Grundlagen der Aufbau- und Ablauforganisation

Grundlagen der Prozessorganisation

Herleitung der wichtigsten Organisationsansätze

Erarbeitung möglicher Lösungen für unterschiedliche organisatorische Fragestellungen

Grundlagen agiler Organisationsformen

**Prerequisites:**

n.a.

**Lecture/Seminar profile:**

**Project Management (PRO3SE)**

<b>Degree course</b>	CRF.ba
<b>Course title</b>	Project Management
<b>Course code</b>	PRO3SE
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Christoph Schwaiger
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	2,5
<b>Course type</b>	Seminar
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	<b>German</b>
<b>Places for international students</b>	5

**Learning objectives:**

n.a.

**Content:**

Projektorganisation  
Agile Organisationsformen, Scrum  
Klassische Projektplanung: Aufgaben, Termine, Ressourcen, Netzplantechniken  
Projektcontrolling  
SW-Tools zur Projektsteuerung  
Analyse und Diskussion von Projektbeispielen  
Erfolgsfaktoren von Projekten und Gründe für deren Scheitern

**Prerequisites:**

n.a.

**Lecture/Seminar profile:**

**Supply Chain Management (SCM3VO)**

<b>Degree course</b>	CRF.ba
<b>Course title</b>	Supply Chain Management
<b>Course code</b>	SCM3VO
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Gerald Schönwetter
<b>Contact hours per week</b>	1
<b>ECTS credits</b>	1,5
<b>Course type</b>	Lecture
<b>Examinations</b>	written examination
<b>Language of instruction</b>	<b>German</b>
<b>Places for international students</b>	5

**Learning objectives:**

n.a.

**Content:**

Grundlagen des Supply Chain Managements  
Ziele und Bedeutung des Supply Chain Managements  
Methoden des Supply Chain Designs  
Grundlagen des Toyota-Produktionssystems  
Auswirkungen der Konzepte und Methoden auf Kostenstrukturen und Bestände und Wertbeitrag der Funktion

**Prerequisites:**

n.a.

**Lecture/Seminar profile:****Macro- and Microeconomics (VWL1VO)**

<b>Degree course</b>	CRF.ba
<b>Course title</b>	Macro- and Microeconomics
<b>Course code</b>	VWL1VO
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Mario Lackner
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	3
<b>Course type</b>	Lecture
<b>Examinations</b>	written examination
<b>Language of instruction</b>	<b>German</b>
<b>Places for international students</b>	5

**Learning objectives:**

n.a.

**Content:**

grundlegende Funktionsweise und Zusammenhänge einer Volkswirtschaft  
Beziehungen und gegenseitige Abhängigkeiten zwischen Unternehmen und (natürlicher und sozialer) Umwelt  
Grundlagen der Mikro- und Makroökonomie, Wirtschaftssysteme, volkswirtschaftliche Gesamtrechnung, Wirtschaftswachstum und Konjunkturzyklen, Standort, Industrie und Umwelt  
Marktformen  
Währungs- und Zinspolitik

**Prerequisites:**

n.a.

**Lecture/Seminar profile:**

**Introduction to B2B Marketing (BBM1IC)**

<b>Degree course</b>	GSM.ba
<b>Course title</b>	Introduction to B2B Marketing
<b>Course code</b>	BBM1IC
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Peter Hutterer, Christopher Korntner-Kanitz
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	3
<b>Course type</b>	Integrated course
<b>Examinations</b>	written examination
<b>Language of instruction</b>	English
<b>Places for international students</b>	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 - Managing Across Borders and Cultures (ELEC1I)**

<b>Degree course</b>	GSM.ba
<b>Course title</b>	Elective Course 1 – Managing Across Borders and Cultures
<b>Course code</b>	ELEC1I
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Richard Griffith
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	3
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	15

**Learning objectives:**

- Understand, assess, and address changing factors driving the need for cross cultural management knowledge and skills
- Compare and contrast domestic versus global roles, mindset, and activities
- Enhance the ability to see cultural influences and adjust to ambiguous and uncertain situations
- Evaluate the role of culture when leading teams and develop a wider repertoire of management styles and strategies
- Create a personal developmental plan to improve competencies best suited for success in your career

**Content:**

Today's global work environment is characterized by an unprecedented pace of technological change, increasingly complex jobs, and international assignments. To keep up, workers must acquire and develop a variety of highly complex skills, ranging from analytical and critical thinking skills to interpersonal and leadership skills. To thrive in such a diverse and complex environment, contemporary workers will need cross cultural competence and global management skills. This course will provide students a conceptual framework, as well as practical skills to manage culturally diverse teams and organizations, and bring value to their organizations.

This course is based on:

- Evidence-Based Lectures
- Discussion and integration of lecture materials
- Group case studies, activities, and discussions
- Reading and analysis of relevant literature

**Lecture/Seminar profile:****Elective Course 1 - InnoCamp36 (ELEC1I)**

<b>Degree course</b>	GSM.ba
<b>Course title</b>	Elective Course 1 – InnoCamp36
<b>Course code</b>	ELEC1I
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Margarethe Überwimmer
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	3
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	15

**Content:**

This course consists of two parts. Firstly, the InnoCamp36 is a competitive innovation event created and organized by the Global Sales and Marketing (GSM) degree programme at Campus Steyr of the University of Applied Sciences Upper Austria. It is aimed to let students apply their collected knowledge from the previous semesters to practical topics provided by co-operating companies.

The event brings together highly motivated students from different cultures and with a variety of talents and interests to solve future-oriented problems proposed by dedicated companies. The serious work is part of an inspiring event that takes place on campus Steyr.

Within a period of 36 hours, up to 10 interdisciplinary teams intensively analyze their assigned problems, create and discuss their ideas and concepts and develop solutions. Each team is made up of 5 to 10 students with widely differing talents and interests ranging from business and intercultural aspects over sales and marketing to technical knowledge.

At the end of the 36 hours intensive workshops, the teams present their approaches and solutions to a jury in the form of a start-up pitch. Besides grading, the best three teams are awarded by attractive prizes that are sponsored by the company partners.

**Course structure:**

teamwork, discussions, practical training, competition, presentations

InnoCamp36: 22nd /23rd October 2024

Further elaboration of the topic: on agreement with FH-supervisor

VOLUNTARY (for Bachelor Students): Presentation at the company: on agreement with FH-supervisor

**Lecture/Seminar profile:**

**Elective Course 2 – Circular Economy and Impact on Marketing (ELEC2I)**

<b>Degree course</b>	GSM.ba
<b>Course title</b>	Elective Course 2 – Circular Economy and Impact on Marketing
<b>Course code</b>	ELEC2I
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Peter Hutterer
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	3
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	10

**Learning objectives:**

- Students can describe the basics, components and enablers of Circular Business Models in B2B.
- Students can explain the relationship between Circular Economy, sustainability and profitability.
- Students can adapt existing business models in B2B companies to circular ones.
- Students can plot steps for developing sustainable, globally relevant and Circular Business Models.
- Students can assess costs, impact, image and overall economy impact emerging from Circular Business Models and demonstrate the value of impactful sustainable, globally relevant and circular business models.

**Content:**

- Fundamentals of a Circular Economy and challenges from a Marketing and Sales point of view.
- Enablers of sustainability and a Circular Economy.
- Circular Business Model development.
- Circularize a linear business model: Implementation and change management.
- Driving innovation through impactful solutions.
- Basic Circular Economy KPIs (social measures, environmental measures, economic measures).
- New opportunities for Circular Economy through new technologies.
- Impact of Circular Economy on marketing.

**Lecture/Seminar profile:**

**Elective Course 2 (ELEC2I)**

<b>Degree course</b>	GSM.ba
<b>Course title</b>	Elective Course 2 – Sales and Operations Planning
<b>Course code</b>	ELEC2I
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Harald Josef Hammer
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	3
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	10

**Learning objectives:**

By the end of the course, students are able to develop and shape a world class sales demand forecast and simultaneously understand the overall negative impact on financial, cash flow, working capital and EBIT numbers by providing wrong forecasts.

**Content:**

- What is S&OP and its fundamentals?
- What is S&OP process and challenges?
- What inputs are needed for a S&OP process?
- How does forecast quality influence S&OP?
- What kinds of qualitative and quantitative forecasting exist?
- S&OP process steps
- Innovation integration
- Executive and Global S&OP meeting.
- Quantitative and qualitative benefits of S&OP.
- Case Study

Logical sequencing of theoretical input in combination with In-class assignments on successful planning like KPI set ups, Sales Forecasts exercises and simulation of demand management Meetings.

**Lecture/Seminar profile:****Intercultural Management and Sales (ICM1IC)**

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

**Lecture/Seminar profile:****Ethics and Business Ethics in a Worldwide Comparison (ICM5I)**

<b>Degree course</b>	GSM.ba
<b>Course title</b>	Ethics and Business Ethics in a Worldwide Comparison
<b>Course code</b>	ICM5I
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Elisabeth Frankus
<b>Contact hours per week</b>	1
<b>ECTS credits</b>	2
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	4

**Learning objectives:**

n.a.

**Content:**

Introduction into the ideas ethics and business ethics.

Comparison of the historical, religious, economical, ICM 1, 2 and 3 out of the special focus of general ethics and business ethics.

Profound reflection of the application of the above results to the student's personal setting of values

**Prerequisites:**

n.a.

**Lecture/Seminar profile:****Expatriate Management (ICM6I)**

<b>Degree course</b>	GSM.ba
<b>Course title</b>	Expatriate Management
<b>Course code</b>	ICM6I
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Iris Eva Maria Kollinger
<b>Contact hours per week</b>	1
<b>ECTS credits</b>	2
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	4

**Learning objectives:**

After the successful participation, the students

- understand the importance of proper int. HRM with a special focus at Expat Management
- know about the stages of Expatriation and Repatriation and the instruments used
- also have an emotional approach to the feelings of Expats and Repats
- have a basic knowledge about the research done in this field
- have looked at Expatriation from the perspective of international HR

**Content:**

Introduction into the ideas and methods of professional Expatriate Management following the stages of recruitment and selection, preparation, coaching the Expat during the stay and successful Repatriation.

Comparison of the methods and approaches in int. HRM with the student 's own experience as an Expat during the semester abroad.

**Lecture/Seminar profile:****Global B2B Marketing Case Study (M/GBM1)**

<b>Degree course</b>	GSM.ba
<b>Course title</b>	Global B2B Marketing Case Study
<b>Course code</b>	M/GBM11
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Andreas Zehetner
<b>Contact hours per week</b>	1
<b>ECTS credits</b>	2
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	4

**Learning objectives:**

n.a.

**Content:**

Based on the previous courses of this module, students will put selected aspects of B2B Marketing and the New Media and B2B Marketing in a global environment into practical application. Students will learn to integrate marketing tools with a focus on the New Media and they will be exposed to the challenges of international trade and the multinational enterprise.

**Prerequisites:**

n.a.



**Lecture/Seminar profile:**

**Psychology and Personal Resilience (PSY1IC)**

<b>Degree course</b>	GSM.ba
<b>Course title</b>	Psychology and Personal Resilience
<b>Course code</b>	PSY1IC
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Constanze Dostal
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	2
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	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 Organization and Processes (SOP1IC)**

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

<b>Degree course</b>	GSM.ba
<b>Course title</b>	Sustainable Strategic Planning for Marketing
<b>Course code</b>	STP1IC
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Piotr Kwiatek, Robert Füreder, Margarethe Überwimmer
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	4
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	9

**Learning objectives:**

By the end of the course students should

- understand the process of strategic planning
- have an overview about the importance of strategic planning
- understand who is responsible in an organization for strategic planning
- know how to create SBUs
- know basic strategic rules (PIMS)
- use and apply the main models of strategic planning (Porter, life cycle concept, Canvas business model, ABC, SWOT, etc.)
- be able to identify strategic possibilities for companies in a special situation
- be aware about connections between Strategy, Marketing and Sales Management
- apply their knowledge to specific case studies

**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:**

**Business Administration 1 (BWL1VO)**

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

<b>Degree course</b>	ILM.ba
<b>Course title</b>	English I
<b>Course code</b>	ENG1IL
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Sarah Ann Grafinger
<b>Contact hours per week</b>	3
<b>ECTS credits</b>	4,5
<b>Course type</b>	Integrated course
<b>Examinations</b>	written examination
<b>Language of instruction</b>	English
<b>Places for international students</b>	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)**

<b>Degree course</b>	ILM.ba
<b>Course title</b>	Austrian Culture and Civilization
<b>Course code</b>	IO-ACC
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Hannes Hofstadler
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	4
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	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)**

<b>Degree course</b>	ILM.ba
<b>Course title</b>	Applied Corporate Finance for Valuation
<b>Course code</b>	IO-ACFV
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Giorgio Valentinuz
<b>Contact hours per week</b>	1,33
<b>ECTS credits</b>	3
<b>Course type</b>	Integrated course
<b>Examinations</b>	written examination
<b>Language of instruction</b>	English
<b>Places for international students</b>	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.

**Lecture/Seminar profile:****Conflict Management (IO-CM)**

<b>Degree course</b>	ILM.ba
<b>Course title</b>	Conflict Management
<b>Course code</b>	IO-CM
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Jutta Höllriegl
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	3
<b>Course type</b>	Seminar
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	30

**Learning objectives:**

1. Understand the reasons of conflicts.
2. Understand the difference between perception and judgement and the influence of (national, racist etc.) prejudices
3. Raise awareness for different kinds of communication, role of the subconscious
4. Learn about different kinds of conflicts
5. Be able to make a conflict analysis
6. Get to know different models of conflict resolutions
7. Develop strategies of solving / dealing with the conflict
8. Get to know mediation and the role and purpose of a mediator

**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:**

**Entrepreneurship & Business Entry Models (IO-ENT)**

<b>Degree course</b>	ILM.ba
<b>Course title</b>	Entrepreneurship & Business Entry Models
<b>Course code</b>	IO-ENT
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Ahu Seda Genis-Gruber
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	2
<b>Course type</b>	Integrated course
<b>Examinations</b>	written examination
<b>Language of instruction</b>	English
<b>Places for international students</b>	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)**

<b>Degree course</b>	ILM.ba
<b>Course title</b>	German for Beginners
<b>Course code</b>	IO-GB
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Susanne Schachermayr
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	4
<b>Course type</b>	Integrated course
<b>Examinations</b>	written examination
<b>Language of instruction</b>	English
<b>Places for international students</b>	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)**

<b>Degree course</b>	ILM.ba
<b>Course title</b>	German Intermediate
<b>Course code</b>	IO-GI
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Silvia Josefine Winter
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	4
<b>Course type</b>	Integrated course
<b>Examinations</b>	written examination
<b>Language of instruction</b>	English
<b>Places for international students</b>	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)**

<b>Degree course</b>	ILM.ba
<b>Course title</b>	German Lower Intermediate
<b>Course code</b>	IO-GLI
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Barbara Reisenbichler
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	4
<b>Course type</b>	Integrated course
<b>Examinations</b>	written examination
<b>Language of instruction</b>	English
<b>Places for international students</b>	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 (IO-IM)**

<b>Degree course</b>	ILM.ba
<b>Course title</b>	Intercultural Management "Mastering Strategy In Intercultural Environments"
<b>Course code</b>	IO-IM
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Ahu Seda Genis-Gruber
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	3
<b>Course type</b>	Lecture
<b>Examinations</b>	written examination
<b>Language of instruction</b>	English
<b>Places for international students</b>	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

## 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

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

<b>Degree course</b>	ILM.ba
<b>Course title</b>	Professional Performance in a Globalised World
<b>Course code</b>	IO-PGW
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Jutta Höllriegl
<b>Contact hours per week</b>	1
<b>ECTS credits</b>	2
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	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)**

<b>Degree course</b>	ILM.ba
<b>Course title</b>	Practical Introduction to studies
<b>Course code</b>	IO-PI
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Anton Edtmeier
<b>Contact hours per week</b>	1
<b>ECTS credits</b>	3
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	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

#### 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.

**Lecture/Seminar profile:**

**Global Procurement (PRO5IL)**

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

**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

## 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, Christa Hangl, Harald Kindermann
Contact hours per week	3
ECTS credits	4,5
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 to enter the course:

##### 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
- Interface prototyping

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

<b>Degree course</b>	MEB.ba
<b>Course title</b>	English I - basics
<b>Course code</b>	ENG1UE
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Sarah Ann Grafinger, Teresa Rieger
<b>Contact hours per week</b>	3
<b>ECTS credits</b>	3
<b>Course type</b>	Practice-oriented session
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	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)**

<b>Degree course</b>	MEB.ba
<b>Course title</b>	English 3 advanced
<b>Course code</b>	ENG3UE
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Frank Cromack, Kevan Croton
<b>Contact hours per week</b>	3
<b>ECTS credits</b>	3
<b>Course type</b>	Practice-oriented session
<b>Examinations</b>	written examination
<b>Language of instruction</b>	English
<b>Places for international students</b>	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)**

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

<b>Degree course</b>	SPMT.ba
<b>Course title</b>	Business English I
<b>Course code</b>	ENG1UE
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Kristina Jilly
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	3
<b>Course type</b>	Practice-oriented session
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	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:****Financial Engineering/International Capital Market (BB FIV3IL)**

<b>Degree course</b>	CRF.ba
<b>Course title</b>	Financial Engineering/International Capital Market
<b>Course code</b>	BB FIV3IL
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Stefan Fink, Franziska Schinko
<b>Contact hours per week</b>	3
<b>ECTS credits</b>	4
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	German/English
<b>Places for international students</b>	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)**

<b>Degree course</b>	CRF.ba
<b>Course title</b>	Marketing & Sales
<b>Course code</b>	BB MAS3IL
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Hubert Preisinger
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	3
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	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:****Social Skills training 3 - Presentation & Communication (BB SKV3IT)**

<b>Degree course</b>	CRF.ba
<b>Course title</b>	Social Skills training 3 - Presentation & Communication
<b>Course code</b>	BB SKV3IT
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Alexandra Cavalieri-Koch, Michaela Lindinger
<b>Contact hours per week</b>	1
<b>ECTS credits</b>	1
<b>Course type</b>	Individual Training
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	German
<b>Places for international students</b>	10

**Learning objectives:**

n.a.

**Content:**

Ziele und Bedingungen wirkungsvoller Präsentation  
Planung einer wirkungsvollen Präsentation  
Evaluierung der Rahmenbedingungen und Auswahl des Präsentationsmediums  
Präsentationsmedien im Detail (Hilfsmittel der Visualisierung)  
Steuerung von Aufmerksamkeit  
Videotraining eigenes Präsentationsverhalten  
Anwendung psychologischer Grundprinzipien und dramaturgischer Komponenten in der Präsentation  
Non-verbale Einflüsse bei Präsentationen  
Kognitive Leistungsfähigkeit des Auditoriums

**Prerequisites:**

n.a.

**Lecture/Seminar profile:****Strategic Corporate Planning (BB STR3IL)**

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

**Case Studies on Global Logistics (BB GLL3SE)**

<b>Degree course</b>	ILM.ba
<b>Course title</b>	Case Studies on Global Logistics
<b>Course code</b>	BB GLL3SE
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Roberto Zazzara
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	4
<b>Course type</b>	Seminar
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	German/English
<b>Places for international students</b>	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)**

<b>Degree course</b>	ILM.ba
<b>Course title</b>	Intercultural Management
<b>Course code</b>	BB INT3SE
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Melanie Tomaschitz
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	3,5
<b>Course type</b>	Seminar
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	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)**

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

**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

**Lecture/Seminar profile:**

**Macroeconomics (BB MEC3VO)**

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

<b>Degree course</b>	ILM.ba
<b>Course title</b>	Negotiations
<b>Course code</b>	BB NEG3SE
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Sophie Wiesinger
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	4
<b>Course type</b>	Seminar
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	German/English
<b>Places for international students</b>	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 1 (BB EN1UE)**

<b>Degree course</b>	PMBI.ba
<b>Course title</b>	English 1
<b>Course code</b>	BB EN1UE
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	David Everson-Baltas, Timothy Spence
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	4
<b>Course type</b>	Practice-oriented session
<b>Examinations</b>	oral or written examination
<b>Language of instruction</b>	English
<b>Places for international students</b>	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)**

<b>Degree course</b>	PMBI.ba
<b>Course title</b>	English 3
<b>Course code</b>	BB EN3UE
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Marina Kostic
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	4
<b>Course type</b>	Practice-oriented session
<b>Examinations</b>	oral or written examination
<b>Language of instruction</b>	English
<b>Places for international students</b>	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)**

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

<b>Degree course</b>	SPMT.ba
<b>Course title</b>	Business English I
<b>Course code</b>	ENG1UE
<b>Level</b>	Bachelor
<b>Term</b>	WS24/25
<b>Lecturer</b>	Matthew Clavan
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	3
<b>Course type</b>	Practice-oriented session
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	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 - Asset Management and Behavioral Finance (WI23IL)**

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

**Learning objectives:**

n.a.

**Content:**

n.a.

**Prerequisites:**

n.a.

**Lecture/Seminar profile:****Cross-Cultural Marketing (M\_CCM3IC)**

<b>Degree course</b>	GSMM.ma
<b>Course title</b>	Cross-Cultural Marketing
<b>Course code</b>	M_CCM3IC
<b>Level</b>	Master
<b>Term</b>	WS24/25
<b>Lecturer</b>	Andreas Zehetner
<b>Contact hours per week</b>	1
<b>ECTS credits</b>	2
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	2

**Learning objectives:**

This course is a B2B focused approach to the fundamentals of Cross-Cultural Marketing.

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

- know the fundamental concepts of cross-cultural marketing theory.
- understand the impact of culture on international markets.
- apply ideas and processes of cross-cultural marketing in the global arena.
- execute marketing instruments according to the different requirements of different cultural settings.

**Content:**

The cultural process in marketing  
Time and space as variables for marketers  
Interactions, mindsets and behavior  
Cross-cultural consumer behavior  
Local consumers and global consumption  
Cross-cultural marketing research  
Global marketing strategy  
Products/Services and culture  
Price and culture  
Distribution and sales in a cross-cultural perspective  
Cross-cultural marketing communications

**Format of the course**

- Theoretical Input
- Case Studies and Exercises
- Q & A
- Final examination

**Lecture/Seminar profile:****Customer Journey Lab (M\_CJL3IT)**

<b>Degree course</b>	GSMM.ma
<b>Course title</b>	Customer Journey Lab
<b>Course code</b>	M_CJL3IT
<b>Level</b>	Master
<b>Term</b>	WS24/25
<b>Lecturer</b>	Piotr Kwiatek
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	3
<b>Course type</b>	Individual Training
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	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 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

**Prerequisites:**

n.a.

**Lecture/Seminar profile:****Digital Creativity Tools (M\_DCT1IL)**

<b>Degree course</b>	GSMM.ma
<b>Course title</b>	Digital Creativity Tools
<b>Course code</b>	M_DCT1IL
<b>Level</b>	Master
<b>Term</b>	WS24/25
<b>Lecturer</b>	Christopher Korntner-Kanitz
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	4
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	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)**

<b>Degree course</b>	GSMM.ma
<b>Course title</b>	Digital Transformation in Marketing and Sales
<b>Course code</b>	M_DTM1IC
<b>Level</b>	Master
<b>Term</b>	WS24/25
<b>Lecturer</b>	Christopher Korntner-Kanitz
<b>Contact hours per week</b>	1
<b>ECTS credits</b>	2
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	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)**

<b>Degree course</b>	GSMM.ma
<b>Course title</b>	Finance and Budgeting for Marketing and Sales
<b>Course code</b>	M_FIB1IC
<b>Level</b>	Master
<b>Term</b>	WS24/25
<b>Lecturer</b>	Alexander Knabl
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	4
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	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)**

<b>Degree course</b>	GSMM.ma
<b>Course title</b>	Global Accounts and Network Management
<b>Course code</b>	M_GAN3IC
<b>Level</b>	Master
<b>Term</b>	WS24/25
<b>Lecturer</b>	Christian Stadlmann
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	3
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	2

**Learning objectives:**

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

- 1) Understand the difference between KAM and GAM.
- 2) Know and be able to apply different structures of GAM.
- 3) Understand and apply means of optimizing the coordination in GAM.
- 4) Understand the challenges of global pricing and develop solutions for global pricing.
- 5) Understand and apply the principles and usage of network management in sales.

**Content:**

This course integrates elements of a lecture with the practical application in form of case studies. The students will study literature about the major challenges of Global Account Management and practise their knowledge in the form of team work in class and as preparation for the different sessions.

- 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)**

<b>Degree course</b>	GSMM.ma
<b>Course title</b>	Global Negotiation Training
<b>Course code</b>	M_GNT3IT
<b>Level</b>	Master
<b>Term</b>	WS24/25
<b>Lecturer</b>	Robert Füreder
<b>Contact hours per week</b>	1
<b>ECTS credits</b>	1
<b>Course type</b>	Individual Training
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	2

**Learning objectives:**

Participants understand, master and apply...

- the influence of consciousness & beliefs on the success of negotiations
- the reflection on yourself in the role of a salesperson
- the learnings of Spiral Dynamics in negotiations
- the success factors in negotiations (mindset, communication, questions, objections)
- the phases and sequences of negotiations (preparation, targets, pricing, concessions, buying center - selling center)
- the Harvard Principal of negotiation

**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:**

- good command of English
- openness to share experiences and willingness to personal growth

**Lecture/Seminar profile:**

**Global Price Management (M\_GPM3IC)**

<b>Degree course</b>	GSMM.ma
<b>Course title</b>	Global Price Management
<b>Course code</b>	M_GPM3IC
<b>Level</b>	Master
<b>Term</b>	WS24/25
<b>Lecturer</b>	Robert Füreder
<b>Contact hours per week</b>	1
<b>ECTS credits</b>	2
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	2

**Learning objectives:**

By the end of the term students should be able to

- Understand how important price management is
- Can apply the different methods of price setting
- Recognize the importance of price psychology
- Understand the importance of sales management for the internal price process
- Can apply the right methods for value-based pricing
- Can develop special knowledge about price management by reading articles and put this knowledge into practice
- Understand the main challenges when implementing value-based selling

**Content:**

This course integrates elements of a lecture with the practical application of tools and instruments used in sales management.

The students will learn and practice their knowledge and theory in the form of case studies, which include teamwork.

Reading and discussion of science-based article will one of the key pedagogical elements of this course.

- 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)**

<b>Degree course</b>	GSMM.ma
<b>Course title</b>	International B2B Marketing
<b>Course code</b>	M_IBM1IC
<b>Level</b>	Master
<b>Term</b>	WS24/25
<b>Lecturer</b>	Shaloun Dachs
<b>Contact hours per week</b>	1
<b>ECTS credits</b>	2
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	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)**

<b>Degree course</b>	GSMM.ma
<b>Course title</b>	International Procurement
<b>Course code</b>	M_IPR3IT
<b>Level</b>	Master
<b>Term</b>	WS24/25
<b>Lecturer</b>	Nikolaus Popper
<b>Contact hours per week</b>	1
<b>ECTS credits</b>	1
<b>Course type</b>	Individual Training
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	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)**

<b>Degree course</b>	GSMM.ma
<b>Course title</b>	Key Account Management
<b>Course code</b>	M_KAM1IC
<b>Level</b>	Master
<b>Term</b>	WS24/25
<b>Lecturer</b>	Christian Stadlmann
<b>Contact hours per week</b>	1
<b>ECTS credits</b>	2
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	2

**Learning objectives:**

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

- 1) Understand rationale of Key Account Management.
- 2) Know principal prerequisites for and fundamentals of Key Account Management Excellence.
- 3) Understand what fundamentals and elements of Key Account Management Excellence have to be implemented step-by-step.
- 4) Develop a roadmap for implementing Key Account Management.
- 5) Understand and apply instruments used in Key Account Management

**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)**

<b>Degree course</b>	GSMM.ma
<b>Course title</b>	Market and Business Analytics
<b>Course code</b>	M_MBA3IC
<b>Level</b>	Master
<b>Term</b>	WS24/25
<b>Lecturer</b>	Gerhard Svolba
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	4
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	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)**

<b>Degree course</b>	GSMM.ma
<b>Course title</b>	Sales Management
<b>Course code</b>	M_SAM1IC
<b>Level</b>	Master
<b>Term</b>	WS24/25
<b>Lecturer</b>	Robert Füreder
<b>Contact hours per week</b>	1
<b>ECTS credits</b>	2
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	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)**

<b>Degree course</b>	GSMM.ma
<b>Course title</b>	Sales Force Leadership
<b>Course code</b>	M_SFL1IC
<b>Level</b>	Master
<b>Term</b>	WS24/25
<b>Lecturer</b>	Harald Josef Hammer
<b>Contact hours per week</b>	1
<b>ECTS credits</b>	2
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	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)**

<b>Degree course</b>	GSMM.ma
<b>Course title</b>	Service and Innovation Management
<b>Course code</b>	M_SIM3IC
<b>Level</b>	Master
<b>Term</b>	WS24/25
<b>Lecturer</b>	Robert Füreder
<b>Contact hours per week</b>	1
<b>ECTS credits</b>	2
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	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)**

<b>Degree course</b>	GSMM.ma
<b>Course title</b>	Servitization and Service Excellence
<b>Course code</b>	M_SSE1IC
<b>Level</b>	Master
<b>Term</b>	WS24/25
<b>Lecturer</b>	Peter Hutterer
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	3
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	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)**

<b>Degree course</b>	GSMM.ma
<b>Course title</b>	Sales Subsidiary Management
<b>Course code</b>	M_SSM3IC
<b>Level</b>	Master
<b>Term</b>	WS24/25
<b>Lecturer</b>	Christian Reisinger
<b>Contact hours per week</b>	1
<b>ECTS credits</b>	2
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	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)**

<b>Degree course</b>	GSMM.ma
<b>Course title</b>	Strategic thinking and execution
<b>Course code</b>	M_STE1IC
<b>Level</b>	Master
<b>Term</b>	WS24/25
<b>Lecturer</b>	Charles Edward Bryant
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	3
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	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)**

<b>Degree course</b>	GSMM.ma
<b>Course title</b>	Value Based Marketing
<b>Course code</b>	M_VBM1IC
<b>Level</b>	Master
<b>Term</b>	WS24/25
<b>Lecturer</b>	Andreas Zehetner
<b>Contact hours per week</b>	1
<b>ECTS credits</b>	2
<b>Course type</b>	Integrated course
<b>Examinations</b>	continuous assessment
<b>Language of instruction</b>	English
<b>Places for international students</b>	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)**

<b>Degree course</b>	GSMM.ma
<b>Course title</b>	Value Based Sales
<b>Course code</b>	M_VBS1IC
<b>Level</b>	Master
<b>Term</b>	WS24/25
<b>Lecturer</b>	Robert Füreder
<b>Contact hours per week</b>	1
<b>ECTS credits</b>	2
<b>Course type</b>	Integrated course
<b>Examinations</b>	written examination
<b>Language of instruction</b>	English
<b>Places for international students</b>	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)**

<b>Degree course</b>	OMT.ma
<b>Course title</b>	Human Capital Management and Diversity
<b>Course code</b>	FUE1IL
<b>Level</b>	Master
<b>Term</b>	WS24/25
<b>Lecturer</b>	Christine Ebner
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	3
<b>Course type</b>	Integrated course
<b>Examinations</b>	oral or written examination
<b>Language of instruction</b>	<b>German</b>
<b>Places for international students</b>	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)**

<b>Degree course</b>	OMT.ma
<b>Course title</b>	Business Model Innovation
<b>Course code</b>	GMI3IL
<b>Level</b>	Master
<b>Term</b>	WS24/25
<b>Lecturer</b>	Manuel Brunner
<b>Contact hours per week</b>	2
<b>ECTS credits</b>	3
<b>Course type</b>	Lecture
<b>Examinations</b>	oral or written examination
<b>Language of instruction</b>	<b>German</b>
<b>Places for international students</b>	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:****Negotiation (NEG3IT)**

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

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