

# Study regulations of the FH Bachelor Degree

## **Business Management**

To obtain the academic degree

Bachelor of Arts in Business,  
abbreviated B.A.

as an appendix to the statutes of the FH Kufstein Tirol

**Organizational form:** Full-time

**Duration:** 6 Semesters

**Scope:** 180 ECTS

**Places for beginners per academic year:** 30 Full-time

Version 1

Decided by the FH Faculty Council on October 09, 2019

## Table of Contents

<b>1</b>	<b>Job profiles .....</b>	<b>3</b>
1.1	<i>Occupational fields .....</i>	3
1.2	<i>Qualification profile .....</i>	4
<b>2</b>	<b>Curriculum .....</b>	<b>8</b>
2.1	<i>Curriculum Data .....</i>	8
2.2	<i>Curriculummatrix.....</i>	9
2.3	<i>Modularization.....</i>	13
2.4	<i>Internship.....</i>	113
2.5	<i>Semester Abroad.....</i>	114
<b>3</b>	<b>Admission requirements.....</b>	<b>116</b>

# 1 JOB PROFILES

## 1.1 Occupational fields

Due to their broad management oriented and generalistic education, graduates of the Bachelor degree course in Business Management are able to solve start-up and management related problems of (medium-sized) companies in a variety of professional fields. Graduates will find employment opportunities in the following **core industries, types of companies or institutions**:

- Self-employed entrepreneurs or founders
- Family businesses, SMEs and large international companies
- Business and personnel consulting
- Business process development & digitization
- Marketing, Market Research & Sales
- Financial management
- Institutions: Non-profit organizations, NGOs & interest groups
- Core industries: Industry/trade/tourism/consulting

The Bachelor degree program in business management trains graduates to be active in **following fields of activity and functions**:

Within the framework of strategic and operative business management, the graduates will find employment opportunities in various **business management functional areas of middle management**. The focus here is on the following areas:

- Human Resources Management
- Organizational and business model development
- Accounting, financing & controlling
- Marketing & sales
- Product & innovation management
- Supply chain management

The graduates expect planning, strategic task fields in the area of **assistant activity** for the CEO Managing Director, with the cooperation in **consultancies** as well as work for staff **services**. The focus here is on the following areas:

- Strategic corporate planning and development
- Business development
- Controlling, risk management & information management systems (IMS)
- E-business & IT management projects
- Digital transformation

Further fields of activity of the graduates lie in the area of **establishing and taking over a company**, for example through cooperation in start-ups, in management consulting in the areas of business start-ups and takeovers, in participation in company succession and takeovers (e.g. family businesses, in particular in the SME sector) and as independent company founders.

As **entry positions** for graduates of the Bachelor degree course, positions without management responsibility (administration, project collaboration, assistance) or trainee positions can generally be considered in the above-mentioned areas. However, the career perspectives are also classified as very good after appropriate professional experience and depending on personal performance.

## 1.2 Qualification profile

The qualification goals and learning outcomes of the Bachelor degree program Business Management correspond both to the academic and professional requirements and to *ISCED level 0413<sup>1</sup>* (International Standard Classification of Education). The contents conveyed qualify the graduates for the professional fields of activity mentioned in the previous chapters.

Occupational field of activity	Task	Competence description	Competence allocation	Curriculum/modules
<b>Self-employed entrepreneurs or founders</b>	Independent management of a company	Can develop a corporate strategy & business model	professional-academic	GWI, STM
		Can implement, use and interpret a wide range of business management instruments	professional-academic	GWI, STM, WMS, RLC, WSM, STM, BPR
		Can solve practical problems using business management instruments	professional-academic	PRA, WAM, SMK, BAR, BPR
		Can run a (family) business and make decisions	professional-academic personal/social	GWI, WIR, STM, LEA, HRM, MFU, PRA, BPR
	Independent founding of a company	Can develop a corporate strategy	professional-academic	EGM, GWI, WMS, LEA, WSM, MKO, PRA, STM
		Can develop a business idea or business model	Professional-academic	GWI, STM, EGM, LEA, EGM, SMK, PRA, WMS
		Can create a business plan and an integrated plan	Professional-academic	GWI, FIN, MKV, LEA, EGM, SMK, RLC, STM
	Can present and market a business idea	professional-academic personal/social	LEA, EGM, MKV, SMK, MFU, PRA	
<b>Family businesses, SMEs and</b>	Departmental or divisional	Can independently manage their area of responsibility	professional-academic personal/social	GWI, LEA, HRM, MFU, MKO, PRA, BPR

<sup>1</sup> Example 4: A program consisting of 40% engineering (071), 30 % business (041) and 30 % languages (023) should be classified as 0788 (“Inter-disciplinary programs and qualifications involving engineering, manufacturing and construction”) as no field predominates but 07 is the leading broad field. If engineering and business were equally important and greater than languages (e.g. 40 %, 40 % and 20%), the program would be classified as either 0788 or 0488 depending on which program, engineering (071) or business (041), is listed first in the program title (or, if not in the title, in the curriculum or syllabus).

<b>international companies</b>	management/ team leader	Can determine the financial and economic situation of their sector and interpret the results of this	professional-academic	GWI, FIN, RLC, UST
	Assistant to the CEO Managing Director	Can plan, manage and support projects within the company	professional-academic personal/social	LEA, GWI, HRM, PRA, MKO, BAR
		Can solve problems and bring them together in an interdisciplinary manner	professional-academic personal/social	LEA, FIN, WIR, STM, GWI, MKV, WAM, SPR, EGM, SMK, HRM, RLC, MFU, MKO, PRA, UST, BAR
<b>Business and personnel consulting</b>	Management consulting (Organizational and business model development)	Can determine and interpret the financial and economic situation of a company	professional-academic	GWI, STM, WAM, FIN, RLC, PRA, UST
		Are able to grasp problems and issues and to structure a consulting mandate	professional-academic personal/social	LEA, STM, GWI, WAM, LEA, BPR, MFU
		Can use a wide range of business management tools to produce the necessary analyses	professional-academic	GWI, BPR, FIN, STM, MKV, SMK, HRM, WMS, PRA, RLC, LEA, WSM, STM, MFU, BAR
		can initiate, support and communicate change processes	professional-academic personal/social	LEA, STM, GWI, WAM, EGM, SMK, BPR, HRM, MFU, MFU, PRA, MKO
		are able to solve a wide range of problems using business management methods	professional-academic personal/social	GWI, LEA, FIN, MKV, WAM, WMS, RLC, BPR, BAR, WIR, WSM, MKO, MFU, UST
Human resources consulting	Are able to grasp problems and issues and to structure a consulting mandate	professional-academic personal/social	LEA, STM, GWI, WAM, LEA, BPR, MFU	
	can initiate, support and communicate change processes	professional-academic personal/social	LEA, STM, GWI, WAM, EGM, SMK, BPR, HRM, MFU, MFU, PRA, MKO	

		are able to solve a wide range of problems using business management methods	professional-academic personal/social	GWI, LEA, FIN, MKV, WAM, WMS, RLC, BPR, BAR, WIR, WSM, MKO, MFU, UST	
<b>Business process development &amp; digitization</b>	Digitization and optimization of processes (incl. digital transformation)	Can recognize in which processes digitization can be used	professional-academic	FIN, STM, GWI, MKV, WAM, LEA, SMK, HRM, WMS, RLC, WSM, MKO, UST	
		Can participate in the change process of transformation	professional-academic personal/social	LEA, STM, GWI, MKV, WAM, HRM, WMS, WSM, MKO, PRA	
<b>Marketing, Market Research &amp; Sales</b>	Product and innovation management	Can further develop existing products and services	professional-academic	GWI, WAM, EGM, LEA, SMK, WMS, MKO, MKV, PRA	
	Distribution and sales	Can present and sell a company's products and services to customers	professional-academic personal/social	LEA, GWI, SMK, MFU, MKV, HRM, MKO, PRA, BPR	
<b>Financial management</b>	Risk management	Can implement a risk management process in accordance with ISO 31000	professional-academic personal/social	LEA, FIN, GWI, WAM, WSM, MFU, MKO, PRA, UST	
		Supervision of external and internal accounting	Can implement cost accounting in the system	professional-academic	FIN, GWI, WAM, LEA, RLC, WSM, MKO, UST
		Can set up an information management system based on a wide variety of data	professional-academic	FIN, GWI, RLC, WSM, UST	

Thanks to the well-founded training, graduates of this degree course are able to plan, accompany and implement a **business start-up** with all its aspects in a qualified manner. Holistic and entrepreneurial thinking and acting are always in the foreground. With the help of the acquired leadership-oriented management competence, the future core task of the graduates will be to successfully control their own company, as well as the existence of other companies and organizations. The knowledge they acquire ranges from economic fundamentals and methods to **strategic, market-, value-oriented and process-oriented management**. In addition, social competences are obtained and high value is attached to practice projects with the economy.

A sound education in business English and a supervised semester abroad at one of the partner universities are essential components of the course of studies in business management. This deepens professional qualifications and improves methodological, social and intercultural skills. An internship of at least twelve weeks abroad or in an internationally operating company in Germany enables the practical application of the acquired specialist knowledge.

## 2 CURRICULUM

### 2.1 Curriculum Data

<b>Curriculum data</b> (Depending on how the course of studies is organized, "FT" or "PT" or "FT"+"PT" must be filled out.)			
	<b>FT</b>	<b>PT</b>	<b>Comment if applicable</b>
<b>First year of study</b> (YYY/YY+1)	2020/21		
<b>Standard duration of study</b> (number of semesters)	6		
<b>Obligatory WSH</b> (Total number for all sem.)	90.5		In the FT program, a semester abroad with weekly semester hours of the respective partner universities takes place within the specified weekly semester hours.
<b>Course weeks per semester</b> (number of weeks)	15		
<b>Obligatory LVS</b> (Total for all sem.)	1800		In the full-time program, a semester abroad with contact hours of the respective partner universities takes place within the specified weekly semester hours.
<b>Obligatory ECTS</b> (Total for all sem.)	180		
<b>WS start</b> (Date, comm.: poss. CW)	CW 40		
<b>WS end</b> (Date, comm.: poss. CW)	CW 5		
<b>SS start</b> (Date, comm.: poss. CW)	CW 11		
<b>SS end</b> (Date, comm.: poss. CW)	CW 28		
<b>WS weeks</b>	15		
<b>SS weeks</b>	15		
<b>Obligatory semester abroad</b> (semester specification)	5th semester		
<b>Course language</b> (specify)	German/English		The proportion of English-language courses is more than 20%
<b>Internship</b> (semester information, duration in weeks per semester)	6th semester 12 weeks		
<b>Resulting from the merging of the study programs or from the separation from the study program</b> (StgKz; to be specified only for merging or separation)			



## 2.2 Curriculummatrix

The following description of the courses does not include the work involved in supervising Bachelor theses. 0.2 weekly semester hours are planned per supervised thesis, i.e. for 30 students an additional 6 thesis weekly semester hours, which are incurred in the 6th semester. In total, an AWSH sum of 118.5 AWSH is achieved over all 6 semesters.

Modular representation of the curriculum matrix of the study course Business Management:

Module	Module Title	WSH	ECTS	Course title	WSH	ECTS	Sem.
AAL	Consolidation Area Studies & Languages	0	6	Consolidation Area Studies & Languages	0	6	5
ABM	Consolidation Business Management	0	16	Consolidation Business Management	0	16	5
ASS	Consolidation Social Skills	0	8	Consolidation Social Skills	0	8	5
BAR	Bachelor Thesis	1.5	11	Bachelor Thesis	0	6	6
				Bachelor Thesis Seminar	0.5	4	6
				Scientific Presentation (E)	1	1	6
BPR	Internship	0	19	Internship	0	19	5
EGM	Entrepreneurship & start-up management	5.5	7	Fundamentals of entrepreneurship	1.5	2	1
				Start-up Management	2.5	3	2
				Strategy development & execution (E)	1.5	2	2
FIN	Financial Management	6	7	International Accounting & Finance (E)	1.5	2	4
				Investment & Financing	1.5	2	2
				Statistical Methods & Data Analysis	2	2	1
				Business Mathematics	1	1	1
Module	Module Title	WSH	ECTS	Course title	WSH	ECTS	Sem.
GWI	Fundamentals of Economics	6	8	Introduction to Applied Economics	2	2	1
				Introduction to BWL	2	3	1
				Introduction to Accounting and Finance	2	3	1
HRM	Human Resource Management	6	8	International & Cross Cultural Management (E)	2	3	4
				Organizational & Personnel Psychology	2	2	3
				Human Resources Management	2	3	2
LEA	Leadership	7	10	Agile Project Management	1.5	2	2
				Communication, Presentation & Rhetoric	2	3	1
				Competence & Talent Management	1.5	2	4
				Conflict Management, Mediation & Negotiation	2	3	3
MFU	Management of Family Enterprises	5	7	Managing Family Enterprises	1	1	4
				Corporate Communications	2	3	3
				Company Transfer & Succession	2	3	4
MKO	Management Competence	3	4	Knowledge Management (E)	1.5	2	3
				Leadership & Change Management (E)	1.5	2	4
MKV	Marketing, Customer & Sales Management	5	7	Digital Marketing: E-Competence & Social Media (E)	1.5	2	3
				Marketing (E)	2	3	1
				Sales & Customer Relationship Management (E)	1.5	2	3
PRA	Practical Project	4	8	Practical Project I: Entrepreneurship	2	4	3
				Practical Project II: Business Management	2	4	4
RLC	Accounting & Controlling	7.5	10	Controlling	2	3	4
				Integrated Financial Planning & Business Plan Creation	2	2	4

				Annual Statement & Analysis	2	3	2
				Cost Accounting & Calculation	1.5	2	2
SMK	Strategic marketing	4	5	Brand Management (E)	1	1	2
				Capital Goods & Services Marketing	1.5	2	3
				Market Research (E)	1.5	2	2
SPR	Languages	9	12	Foreign Language I	2	3	1
				Foreign Language II	4	5	2
				Foreign Language III	3	4	3
STM	Strategic Management	3.5	5	Business Models: Analysis & Application	2	3	4
				Strategic Management & Business Ethics	1.5	2	1
UST	Corporate Management	3.5	5	Risk management: Fundamentals	1.5	2	4
				Value-Oriented Management Control	2	3	4
WAM	Academic Research & Methods	4.5	6	Empirical Social Research Methods	1.5	2	1
				Academic Research I: Fundamentals	1.5	2	1
				Academic Research II: Application	1.5	2	2
WIR	Commercial Law	4.5	5	Labor Law & Drafting of Employment Contracts	1	1	2
				Introduction to Law	2	2	1
				Liability Aspects of Management	1.5	2	3
WSM	Value Creation Management	5	6	Information Systems & Business Process Modeling	2	2	3
				Product & Innovation Management	1.5	2	2
				Supply Chain Management (E)	1.5	2	3
<b>Totals</b>					<b>90.5</b>	<b>180</b>	

### 1st semester

Course no.	Course title	Course type	T	E	eLV	WSH	No. of groups	AWSH	ALVS	MODUL E	ECTS
EGM 1	Fundamentals of entrepreneurship	ILV			25 %	1.5	1	1.5	22.5	EGM	2
FIN 1	Business Mathematics	ILV			50 %	1	1	1	15	FIN	1
FIN 2	Statistical Methods & Data Analysis	ILV			25 %	2	1	2	30	FIN	2
GWI 1	Introduction to BWL	ILV			50 %	2	1	2	30	GWI	3
GWI 2	Introduction to Applied Economics	ILV			25 %	2	1	2	30	GWI	2
GWI 3	Introduction to Accounting and Finance	ILV			50 %	2	1	2	30	GWI	3
LEA 1	Communication, Presentation & Rhetoric	ILV			0 %	2	2	4	60	LEA	3
MKV 1	Marketing (E)	ILV		X	33 %	2	1	2	30	MKV	3
SPR 1	Foreign Language I	ILV			15 %	2	2	4	60	SPR	3
STM 1	Strategic Management & Business Ethics	ILV			25 %	1.5	1	1.5	22.5	STM	2
WAM 1	Academic Research I: Fundamentals	ILV			25 %	1.5	1	1.5	22.5	WAM	2
WAM 2	Empirical Social Research Methods	ILV			25 %	1.5	1	1.5	22.5	WAM	2
WIR 1	Introduction to Law	ILV			25 %	2	1	2	30	WIR	2
Total line:											
LVS = Total WSH * LV weeks											
						23.0		27.0	405.0		30
						345.0					

### 2nd semester

Course no.	Course title	Course type	T	E	eLV	WSH	No. of groups	AWSH	ALVS	MODUL E	ECTS
EGM 2	Start-up Management	ILV			33 %	2.5	2	5.0	75.0	EGM	3
EGM 3	Strategy development & execution (E)	ILV		X	0 %	1.5	1	1.5	22.5	EGM	2
FIN 3	Investment & Financing	ILV			50 %	1.5	1	1.5	22.5	FIN	2
HRM 1	Human Resources Management	ILV			33 %	2	1	2	30	HRM	3
LEA 2	Agile Project Management	ILV			0 %	1.5	1	1.5	22.5	LEA	2
RLC 1	Annual Statement & Analysis	ILV			33 %	2	1	2	30	RLC	3
RLC 2	Cost Accounting & Calculation	ILV			25 %	1.5	1	1.5	22.5	RLC	2
SMK 1	Market Research (E)	ILV		X	25 %	1.5	1	1.5	22.5	SMK	2
SMK 2	Brand Management (E)	ILV		X	50 %	1	1	1	15	SMK	1
SPR 2	Foreign Language II	ILV			15 %	4	2	8	120	SPR	5
WAM 3	Academic Research II: Application	ILV			25 %	1.5	2	3.0	45.0	WAM	2
WIR 2	Labor Law & Drafting of Employment Contracts	ILV			0 %	1	1	1	15	WIR	1
WSM 1	Product & Innovation Management	ILV			25 %	1.5	1	1.5	22.5	WSM	2
Total line:											30
LVS = Total WSH * LV weeks								23.0	31.0	465.0	
								345.0			

### 3rd semester

Course no.	Course title	Course type	T	E	eLV	WSH	No. of groups	AWSH	ALVS	MODUL E	ECTS
HRM 2	Organizational & Personnel Psychology	ILV			25 %	2	1	2	30	HRM	2
LEA 3	Conflict Management, Mediation & Negotiation	ILV			0 %	2	1	2	30	LEA	3
MFU 1	Corporate Communications	ILV			17 %	2	1	2	30	MFU	3
MKO 1	Knowledge Management (E)	ILV		X	25 %	1.5	1	1.5	22.5	MKO	2
MKV 2	Sales & Customer Relationship Management (E)	ILV		X	25 %	1.5	1	1.5	22.5	MKV	2
MKV 3	Digital Marketing: E-Competence & Social Media (E)	ILV		X	25 %	1.5	1	1.5	22.5	MKV	2
PRA 1	Practical Project I: Entrepreneurship	ILV			0 %	2	4	8	120	PRA	4
SMK 3	Capital Goods & Services Marketing	ILV			25 %	1.5	1	1.5	22.5	SMK	2
SPR 3	Foreign Language III	ILV			15 %	3	2	6	90	SPR	4
WIR 3	Liability Aspects of Management	ILV			25 %	1.5	1	1.5	22.5	WIR	2
WSM 2	Information Systems & Business Process Modeling	ILV			25 %	2	1	2	30	WSM	2
WSM 3	Supply Chain Management (E)	ILV		X	25 %	1.5	1	1.5	22.5	WSM	2
Total line:											30
LVS = Total WSH * LV weeks								22.0	31.0	465.0	
								330.0			

### 4th semester

Course no.	Course title	Course type	T	E	eLV	WSH	No. of groups	AWSH	ALVS	MODUL E	ECTS
FIN 4	International Accounting & Finance (E)	ILV		X	25 %	1.5	1	1.5	22.5	FIN	2
HRM 3	International & Cross Cultural Management (E)	ILV		X	0 %	2	1	2	30	HRM	3
LEA 4	Competence & Talent Management	ILV			0 %	1.5	1	1.5	22.5	LEA	2
MFU 2	Managing Family Enterprises	ILV			0 %	1	1	1	15	MFU	1
MFU 3	Company Transfer & Succession	ILV			33 %	2	1	2	30	MFU	3
MKO 2	Leadership & Change Management (E)	ILV		X	0 %	1.5	1	1.5	22.5	MKO	2
PRA 2	Practical Project II: Business Management	ILV			0 %	2	4	8	120	PRA	4
RLC 3	Controlling	ILV			33 %	2	1	2	30	RLC	3
RLC 4	Integrated Financial Planning & Business Plan Creation	ILV			0 %	2	1	2	30	RLC	2
STM 2	Business Models: Analysis & Application	ILV			20 %	2	1	2	30	STM	3
UST 1	Value-Oriented Management Control	ILV			33 %	2	1	2	30	UST	3
UST 2	Risk management: Fundamentals	ILV			50 %	1.5	1	1.5	22.5	UST	2
Total line:											30
LVS = Total WSH * LV weeks								21.0	27.0	405.0	
								315.0			

### 5th semester

Course no.	Course title	Course type	T	E	eLV	WSH	No. of groups	AWSH	ALVS	MODUL E	ECTS
ABM	Consolidation Business Management	ILV			0 %	0	1	0	0	ABM	16
AAI	Consolidation Area Studies & Languages	ILV			0 %	0	1	0	0	AAL	6
ASS	Consolidation Social Skills	ILV			0 %	0	1	0	0	ASS	8
Total line:						0		0	0		30
LVS = Total WSH * LV weeks						0					

### 6th semester

Course no.	Course title	Course type	T	E	eLV	WSH	No. of groups	AWSH	ALVS	MODUL E	ECTS
BAR 1	Bachelor Thesis Seminar	ILV			0 %	0.5	3	1.5	22.5	BAR	4
BAR 2	Scientific Presentation (E)	ILV		X	100 %	1	1	1	15	BAR	1
BAR 3	Bachelor Thesis	ILV			0 %	0	1	0	0	BAR	6
BPR 1	Internship	ILV			0 %	0	1	0	0	BPR	19
Total line:						1.5		2.5	37.5		30
LVS = Total WSH * LV weeks						22.5					

Abbreviations	
eLV	E-learning proportion of course in percent
E	Lecture in English language
ECTS	ECTS – Credit points
LV	Course
LVS	Course hour(s)
WSH	Weekly semester hour(s)
T	Lecture with technical background

### Summary of curriculum data

Description	WSH	AWSH	ALVS	ECTS
Total number of courses over all semesters	90.5	118.5	1,777.5	180
Total number of courses in 1st year of study	46	58	870	60
Total number of courses in 2nd year of study	43	58	870	60
Total number of courses in 3rd year of study	1.5	2.5	37.5	60
Total number of technical events over all semesters				
Percentage of technical courses over all semesters based on WSH / ECTS				
Total number of courses in English over all semesters	18			24
Proportion of courses in English over all semesters based on WSH / ECTS	22.09 %			14.29 %
Proportion of eLearning units over all semesters based on WSH	22.65 %			14.91 %

## 2.3 Modularization

Module number:		Scope:	
<b>GWI</b>	<b>Fundamentals of Economics</b>	<b>8</b>	<b>ECTS</b>
Degree program	University of Applied Sciences-Bachelor Degree Program-Business Management Full-time		
Position in the curriculum	1st semester		
Level	1st semester: Bachelor		
Previous knowledge	1st semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Introduction to BWL /ILV / Course no.: GWI 1 / 1st semester / ECTS: 3</u> Hutzschenreuter, T. (2015). Allgemeine Betriebswirtschaftslehre. 6. ed., Wiesbaden: Springer. Thommen, J.-P., Achleitner, A.-K., Gilbert, D. U., Hachmeister, D., & Kaiser, G. (2017). Allgemeine Betriebswirtschaftslehre: Umfassende Einführung aus managementorientierter Sicht. 8th ed., Wiesbaden: Springer. Schweitzer, M., & Baumeister, A. (2015). Allgemeine Betriebswirtschaftslehre: Theorie und Politik des Wirtschaftens in Unternehmen. 11th ed., Berlin: Erich Schmidt Verlag. Vahs, D., & Schäfer-Kunz, J. (2015). Einführung in die Betriebswirtschaftslehre. 7th ed., München: Vahlen. Wöhe, G., Döring, U., & Brösel, G. (2016). Einführung in die Allgemeine Betriebswirtschaftslehre. 26th ed., München: Oldenbourg. Weber, W., Kabst, R., & Baum, M. (2018) Einführung in die Betriebswirtschaftslehre. 10th ed., Wiesbaden: Springer.		
	<u>Introduction to Applied Economics /ILV / Course no.: GWI 2 / 1st semester / ECTS: 2</u> Münter, M.T. (2018), Mikroökonomie: Wettbewerb und strategisches Verhalten. Munich: UVK Verlag. Natrop, J. (2012). Grundzüge der angewandten Mikroökonomie. Munich: Walter de Gruyter. Pindyck, R. S., & Rubinfeld, D. L. (2018). Mikroökonomie. Hallbergmoos: Pearson. Varian, H. R. (2014). Grundzüge der Mikroökonomik. Munich: Walter de Gruyter		
	<u>Introduction to Accounting and Finance /ILV / Course no.: GWI 3 / 1st semester / ECTS: 2</u> Breidenbach, K., & Währisch, M. (2017). Buchhaltung und Jahresabschluss. 4. ed., München: Walter de Gruyter. Buchholz, L., & Gerhards, R. (2016). Internes Rechnungswesen, Kosten- und Leistungsrechnung, Betriebsstatistik und Planungsrechnung. Wiesbaden: Springer. Coenberg, A.G., Haller, A., Mattner, G., & Schultze W. (2018). Einführung in das Rechnungswesen: Grundlagen der Buchführung und Bilanzierung. 7th ed., Stuttgart: Schäffer-Poeschl. Deimel, K., Erdmann, G., Isemann, R., & Müller, S. (2017). Kostenrechnung: Das Lehrbuch für Bachelor, Master und Praktiker. Hallbergmoos: Pearson. Geirhofer, S., & Hebrank, C. (2016). Grundlagen Buchhaltung und Bilanzmanagement. 4th ed. Vienna: Linde. Schmidt, M., Auer, B., & Schmidt, P. (2012). Buchführung und Bilanzierung: Eine anwendungsorientierte Einführung. Wiesbaden: Gabler. Wedell, H., & Dilling, A.A. (2018). Grundlagen des Rechnungswesens. 16th ed., Herne: NWB-Verlag		
Skills acquisition	<u>Introduction to BWL /ILV / Course no.: GWI 1 / 1st semester / ECTS: 3</u>		

	<p>The students</p> <ul style="list-style-type: none"><li>• Know the different business subareas.</li><li>• Know the fundamentals of marketing.</li><li>• Know the fundamentals of personnel management.</li><li>• Know the structure of a business and typical business processes and are familiar with the basic constitutive factors of a business.</li><li>• Recognize connections in the sense of the manifold relationships between the business functions and can clearly distinguish between central business terms.</li><li>• Know the most important constitutional and functional business decisions.</li></ul> <hr/> <p><u>Introduction to Applied Economics /ILV / Course no.: GWI 2 / 1st semester / ECTS: 2</u></p> <p>The students</p> <ul style="list-style-type: none"><li>• Can deal with fundamental management problems from an economic point of view.</li><li>• Are able to analyze decisions under uncertainty.</li></ul>
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<p>Skills acquisition</p>	<ul style="list-style-type: none"> <li>• Can develop strategic decisions based on economic models.</li> <li>• Can assess the impact of digital technologies and products on a company's cost structure and formation of market forms.</li> </ul> <p><u>Introduction to Accounting and Finance /ILV / Course no.: GWI 3 / 1st semester / ECTS:</u></p> <p>External accounting:</p> <p>The students</p> <ul style="list-style-type: none"> <li>• Know the fundamentals of mapping business decisions in the accounting system.</li> <li>• Know and understand the basic concepts and subareas of accounting.</li> <li>• Understand the technique and internal structure of double-entry bookkeeping.</li> <li>• Can assess the structure of an accounting system and the characteristics of different account types.</li> <li>• Can make simple business postings to balance sheet and income statement accounts and create posting records.</li> <li>• Recognize the main effects of business transactions on the balance sheet and income statement.</li> <li>• Are familiar with the principles of proper accounting and the valuation of balance sheet items.</li> </ul> <p>Internal accounting:</p> <p>The students</p> <ul style="list-style-type: none"> <li>• Are familiar with the tasks and solutions of cost and revenue accounting with its subsystems (cost element, cost center and cost unit accounting).</li> <li>• Can differentiate between the terms payments - disbursements, income - expenses, revenue - outlay</li> <li>• Can describe the organizational structure of a cost accounting system and explain its main features.</li> <li>• Know the cost accounting systems (partial and full cost accounting)</li> </ul>
<p>Course contents</p>	<p><u>Introduction to BWL /ILV / Course no.: GWI 1 / 1st semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>• Overview and context analysis of the most important subareas in business administration</li> <li>• Subject and fundamentals of business administration:             <ul style="list-style-type: none"> <li>- Operational functional areas</li> <li>- Business decision theory</li> <li>- Fundamentals of Management and Ethics</li> <li>- Fundamentals of Human Resources and Organization</li> <li>- Marketing Fundamentals</li> </ul> </li> <li>• Fundamentals of:             <ul style="list-style-type: none"> <li>- Constitutive company decisions such as legal forms, location decisions, types of mergers/fusions and choice of business segment.</li> <li>- Functional company decisions: Materials management, production management, marketing.</li> </ul> </li> <li>• Fundamentals of business value creation processes and functions (value creation architecture and structure)</li> <li>• Fundamentals of market-oriented, process-oriented and strategy-oriented management</li> </ul> <p><u>Introduction to Applied Economics /ILV / Course no.: GWI 2 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• Microeconomics and the behavior of managers and companies</li> <li>• Price and product policy of the company</li> <li>• Elementary principles of game theory</li> <li>• Company organization</li> <li>• Market Forms &amp; Market Entry</li> <li>• Decisions under uncertainty</li> <li>• Behavioral economics</li> <li>• Economy of digitization</li> </ul> <p><u>Introduction to Accounting and Finance /ILV / Course no.: GWI 3 / 1st semester / ECTS:</u></p> <p>~</p>

	<p>External accounting:</p> <ul style="list-style-type: none"><li>• Structure of the accounting system</li><li>• Fundamentals of operational accounting: Tasks, sub-areas and basic concepts</li><li>• Commercial accounting system: From inventory to opening balance sheet</li><li>• Double-entry accounting system: Posting business cases to inventory and profit and loss accounts</li><li>• Organization of bookkeeping (chart of accounts, sales tax, etc.)</li><li>• Principle of period purity and accruals and deferrals</li><li>• Generally accepted accounting principles</li><li>• Valuation of balance sheet items (fixed assets, current assets, maximum and minimum value principle) and valuation methods (FIFO, LIFO, HIFO, KIFO, fixed value method, etc.)</li></ul> <p>Internal accounting:</p> <ul style="list-style-type: none"><li>• Objectives and basic concepts of cost and revenue accounting</li><li>• Fundamentals of cost and revenue accounting:: Tasks, components and subareas</li></ul>
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Course contents	<ul style="list-style-type: none"> <li>• Structure of cost accounting (cost elements, cost centers, cost objects)</li> <li>• Contribution margin accounting</li> </ul>
Teaching and learning methods	<p><u>Introduction to BWL /ILV / Course no.: GWI 1 / 1st semester / ECTS: 3</u></p> <p>50 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</p>
	<p><u>Introduction to Applied Economics /ILV / Course no.: GWI 2 / 1st semester / ECTS: 2</u></p> <p>25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</p>
	<p><u>Introduction to Accounting and Finance /ILV / Course no.: GWI 3 / 1st semester / ECTS:</u></p> <p>50 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</p>
Evaluation Methods Criteria	<p><u>Introduction to BWL /ILV / Course no.: GWI 1 / 1st semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>• Final exam and</li> <li>• Quiz</li> </ul>
	<p><u>Introduction to Applied Economics /ILV / Course no.: GWI 2 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• Final exam and</li> <li>• Quiz</li> </ul>
	<p><u>Introduction to Accounting and Finance /ILV / Course no.: GWI 3 / 1st semester / ECTS:</u></p> <ul style="list-style-type: none"> <li>• Final exam and</li> <li>• Quiz</li> </ul>

Module number:			Scope:
WAM	Academic Research & Methods	6	ECTS
Degree program	University of Applied Sciences-Bachelor Degree Program-Business Management Full-time		
Position in the curriculum	1st semester		
	2nd semester		
Level	1st semester: Bachelor / 2nd semester: Bachelor		
Previous knowledge	1st semester: None / 2nd semester: • Academic Research I: Fundamentals		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Academic Research I: Fundamentals /ILV / Course no.: WAM 1 / 1st semester / ECTS: 2</u> Balzert, H., Schröder, M., & Schäfer, C. (2017). Wissenschaftliches Arbeiten: Ethik, Inhalt & Form wiss. Arbeiten, Handwerkszeug, Quellen, Projektmanagement, Präsentation. Wiesbaden: Springer Verlag. Berger-Grabner, D. (2016). Wissenschaftliches Arbeiten in den Wirtschafts- und Sozialwissenschaften: Hilfreiche Tipps und praktische Beispiele. Wiesbaden: Springer Verlag. Esselborn-Krumbiegel, H. (2017). Richtig wissenschaftlich schreiben: Wissenschaftssprache in Regeln und Übungen. Paderborn: Verlag Ferdinand Schöningh. Kipman, U., Leopold-Wildburger, U., & Reiter, T. (2018). Wissenschaftliches Arbeiten 4.0: Vortragen und Verfassen leicht gemacht. Berlin-Heidelberg: Springer Verlag. Oehlich, M. (2019). Wissenschaftliches Arbeiten und Schreiben: Schritt für Schritt zur Bachelor- und Master-Thesis in den Wirtschaftswissenschaften. Berlin-Heidelberg: Springer Verlag. Theisen, M. R. (2016). Wissenschaftliches Arbeiten: Erfolgreich bei Bachelor- und Masterarbeit. Munich: Verlag Franz Vahlen.		
	<u>Empirical Social Research Methods /ILV / Course no.: WAM 2 / 1st semester / ECTS: 2</u> Eisend, M., & Kuß, A. (2017). Grundlagen empirischer Forschung: Zur Methodologie in der Betriebswirtschaftslehre. Wiesbaden: Springer Verlag. Endruweit, G. (2015). Empirische Sozialforschung: Wissenschaftstheoretische Grundlagen. Konstanz: UVK Verlagsgesellschaft. Flick, U. (2018). An introduction to qualitative research. London, UK: SAGE Publications. Häder, M. (2018). Empirische Sozialforschung: Eine Einführung. Wiesbaden: Springer Verlag. King, N., Horrocks, C., & Brooks, J. (2019). Interviews in qualitative research. London, UK: SAGE Publications. Schnell, R., Hill, P. B., & Esser, E. (2018). Methoden der empirischen Sozialforschung. Munich: Walter de Gruyter.		
	<u>Academic Research II: Application /ILV / Course: WAM 3 / 2nd semester / ECTS: 2</u> Balzert, H., Schröder, M., & Schäfer, C. (2017). Wissenschaftliches Arbeiten: Ethik, Inhalt & Form wiss. Arbeiten, Handwerkszeug, Quellen, Projektmanagement, Präsentation. Wiesbaden: Springer Verlag. Berger-Grabner, D. (2016). Wissenschaftliches Arbeiten in den Wirtschafts- und Sozialwissenschaften: Hilfreiche Tipps und praktische Beispiele. Wiesbaden: Springer Verlag. Esselborn-Krumbiegel, H. (2017). Richtig wissenschaftlich schreiben: Wissenschaftssprache in Regeln und Übungen. Paderborn: Verlag Ferdinand Schöningh. Kipman, U., Leopold-Wildburger, U., & Reiter, T. (2018). Wissenschaftliches Arbeiten 4.0: Vortragen und Verfassen leicht gemacht. Berlin-Heidelberg: Springer Verlag. Oehlich, M. (2019). Wissenschaftliches Arbeiten und Schreiben: Schritt für Schritt zur Bachelor- und Master-Thesis in den Wirtschaftswissenschaften. Berlin-Heidelberg: Springer Verlag. Theisen, M. R. (2016). Wissenschaftliches Arbeiten: Erfolgreich bei Bachelor- und Masterarbeit. Munich: Verlag Franz Vahlen.		
Skills acquisition	<u>Academic Research I: Fundamentals /ILV / Course no.: WAM 1 / 1st semester / ECTS: 2</u>		

	<p>The students</p> <ul style="list-style-type: none"><li>• Know the fundamentals of the research process.</li><li>• Can formulate research questions appropriately.</li><li>• Can plan methodological procedures for answering research questions.</li><li>• Can research, evaluate and quote specialist literature.</li><li>• Are familiar with the structure of an academic paper.</li><li>• Can write an exposé.</li></ul> <hr/> <p><u>Empirical Social Research Methods /ILV / Course no.: WAM 2 / 1st semester / ECTS: 2</u></p> <p>The students</p> <ul style="list-style-type: none"><li>• Know various forms of academic knowledge acquisition and are able to formulate empirical research questions appropriately.</li><li>• Can plan and apply the methodological approach in the research process.</li></ul>
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<p>Skills acquisition</p>	<ul style="list-style-type: none"> <li>• Are able to design and apply suitable selection, survey, processing and evaluation procedures.</li> <li>• Know the quality criteria of quantitative and qualitative social research and can apply them correctly in the context of seminar papers and Bachelor theses.</li> </ul> <hr/> <p><u>Academic Research II: Application /ILV / Course: WAM 3 / 2nd semester / ECTS: 2</u></p> <p>The students</p> <ul style="list-style-type: none"> <li>• Can develop and set up a research design adapted to a problem.</li> <li>• Can represent the state-of-the-art in a research field using relevant journals (literature review).</li> <li>• Are able to identify pitfalls of academic work, critically reflect on results and discuss limitations of statements.</li> <li>• Are able to work on and write an academic paper of medium complexity and manageable size.</li> </ul>
<p>Course contents</p>	<p><u>Academic Research I: Fundamentals /ILV / Course no.: WAM 1 / 1st semester / ECTS: 2</u></p> <p>Part A: Fundamentals of academic research:</p> <ul style="list-style-type: none"> <li>• General rules of academic research</li> <li>• Ethical aspects and plagiarism</li> </ul> <p>Part B: Aspects and techniques:</p> <ul style="list-style-type: none"> <li>• Finding a research gap</li> <li>• Literature research (books, journals, digital library, internet)</li> <li>• Introduction to literature management programs</li> <li>• Formulation of research hypotheses and questions</li> <li>• Citation and citation styles</li> <li>• Ensuring objectivity of research results</li> </ul> <p>Part C: Content and structure of an academic paper:</p> <ul style="list-style-type: none"> <li>• Structure of an academic paper</li> <li>• Description of problem &amp; relevance</li> <li>• Presentation of the aim of the paper</li> <li>• Structure of the table of contents</li> <li>• List of figures and tables</li> <li>• Creation of source lists and bibliographies</li> <li>• Other elements of an academic paper (affidavit, abstract, appendix, etc.)</li> </ul> <hr/> <p><u>Empirical Social Research Methods /ILV / Course no.: WAM 2 / 1st semester / ECTS: 2</u></p> <p>Part A: Theoretical fundamentals</p> <ul style="list-style-type: none"> <li>• Fundamentals of the research process &amp; research design</li> <li>• The research cycle</li> <li>• Formulation of a research idea</li> </ul> <p>Part B: Variables, scales &amp; data</p> <ul style="list-style-type: none"> <li>• Types of variables or scales (nominal, ordinal, interval, cardinal)</li> <li>• Research hypothesis vs. statistical hypothesis</li> <li>• Population &amp; sampling</li> <li>• Data collection methods</li> <li>• Reliability &amp; validity</li> </ul> <p>Part C: Statistical foundations &amp; applications in empirical social research:</p> <ul style="list-style-type: none"> <li>• Discrete &amp; steady distributions</li> <li>• Fundamentals of descriptive &amp; inferential statistics using software</li> </ul> <p>Part D: Questionnaire &amp; interview:</p> <ul style="list-style-type: none"> <li>• Questionnaire creation and question techniques</li> <li>• Fundamentals of qualitative content analysis using software</li> </ul>

Academic Research II: Application /ILV / Course: WAM 3 / 2nd semester / ECTS: 2

Part A: Research techniques for the preparation of a literature review:

- Definition of keywords and research for suitable journal articles
- Techniques for screening academic contributions and elaborating essential findings
- Development of a literature review matrix for the systematic recording of researched journal articles
- Excursus: Correct citation of journal articles and inclusion in the source list (APA style, Harvard style, etc.)

Part B: Limitations and approaches for further research

- Recognition of possible limitations of an academic work (sample size, structure of the interviewees, proof of expert status, implementation of pre-test incl. pre-test sheet and confirmations etc.)
- Identification of approaches for further research (reason and purpose of approaches for further research, recognition of possible approaches, formulation of approaches)

Part C: Discussion of selected best and worst practice cases:

- Preparation of an academically oriented handout
- Creation of an academically oriented presentation
- Preparation of an academically oriented literature review

Teaching and learning methods	<p><u>Academic Research I: Fundamentals /ILV / Course no.: WAM 1 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• 25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</li> <li>• Solution of case studies by means of group work</li> </ul>
	<p><u>Empirical Social Research Methods /ILV / Course no.: WAM 2 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• 25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</li> <li>• Solution of case studies by means of group work</li> </ul>
	<p><u>Academic Research II: Application /ILV / Course: WAM 3 / 2nd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• 25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</li> <li>• Solution of case studies by means of group work</li> </ul>
Evaluation Methods Criteria	<p><u>Academic Research I: Fundamentals /ILV / Course no.: WAM 1 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• Exposé and</li> <li>• Quiz</li> </ul>
	<p><u>Empirical Social Research Methods /ILV / Course no.: WAM 2 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• Final exam and</li> <li>• Quiz</li> </ul>
	<p><u>Academic Research II: Application /ILV / Course: WAM 3 / 2nd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• Term paper and</li> <li>• Quiz</li> </ul>

Module number:			Scope:
FIN	Financial Management	7	ECTS
Degree program	University of Applied Sciences-Bachelor Degree Program-Business Management Full-time		
Position in the curriculum	1st semester		
	2nd semester		
	4th semester		
Level	1st semester: Bachelor / 2nd semester: Bachelor / 4th semester: Bachelor		
Previous knowledge	1st semester: Introduction to Accounting and Finance 2nd semester: • Business Mathematics • Statistical Methods & Data Analysis • Introduction to Accounting and Finance 4th Semester: • Business Mathematics • Statistical Methods & Data Analysis • Investment & Financing		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Business Mathematics /ILV / Course no.: FIN 1 / 1st semester / ECTS: 1</u> de Longueville, M. (2018). Wirtschaftsmathematik einfach erklärt: Eine kurze Einführung in die notwendigen Grundlagen. Wiesbaden: Springer Verlag. Hettich, G., Jüttler, H., & Luderer, B. (2019). Mathematik für Wirtschaftswissenschaftler und Finanzmathematik. Munich: Oldenbourg Verlag. Kamps, U., Cramer, E., & Oltmanns, H. (2019). Wirtschaftsmathematik: Einführendes Lehr- und Arbeitsbuch. Munich: Walter de Gruyter. Langenbahn, C.-M. (2018). Quantitative Methoden der Wirtschaftswissenschaften: Verstehen durch Aufgaben und Lösungen. Munich: Walter de Gruyter. Shikham, V. (2019). Mathematik für Wirtschaftswissenschaftler: In 60 fachübergreifenden Vorlesungen präsentiert. Wiesbaden: Springer Verlag.		
	<u>Statistical Methods &amp; Data Analysis /ILV / Course no.: FIN 2 / 1st semester / ECTS: 2</u> Bamberg, G., Baur, F., & Krapp, M. (2017). Statistics: Eine Einführung für Wirtschafts- und Sozialwissenschaftler. Berlin: Walter de Gruyter. Cleff, T. (2015). Deskriptive Statistik und Explorative Datenanalyse: Eine computergestützte Einführung mit Excel, SPSS und STATA. Wiesbaden: Springer Verlag. Kohn, W., & Öztürk, R. (2017). Statistik für Ökonomen: Datenanalyse mit R und SPSS. Wiesbaden: Springer Verlag. Leohnhart, R. (2017). Lehrbuch Statistik: Einstieg und Vertiefung. Bern: Hogrefe Verlag. Steland, A. (2016). Basiswissen Statistik: Kompaktkurs für Anwender aus Wirtschaft, Information und Technik. Berlin-Heidelberg: Springer Verlag. Zwerenz, K. (2015). Statistics: Einführung in die computergestützte Datenanalyse. Berlin: Walter de Gruyter.		
	<u>Investment &amp; Financing /ILV / Course no.: FIN 3 / 2nd semester / ECTS: 2</u> Becker, H. P., & Peppmeier, A. (2018). Investition und Finanzierung: Grundlagen der betrieblichen Finanzwirtschaft. Wiesbaden: Springer Verlag. Gibbson, G., Hisrich, R. D., & DaSilva, C. M. (2015). Entrepreneurial finance: A global perspective. Thousand Oaks, CA: SAGE Publications. Hirth, H. (2017). Grundzüge der Finanzierung und Investition. Munich: Walter de Gruyter. Hölscher, R., & Helms, N. (2018). Investition und Finanzierung. Berlin: Walter de Gruyter. Pape, U. (2018). Grundlagen der Finanzierung und Investition: Mit Fallbeispielen und Übungen. Munich: Walter de Gruyter. Perridon, L., Steiner, M., & Rathgeber, A. W. (2016). Finanzwirtschaft der Unternehmung. Munich: Vahlen Verlag. Situm, M. (2016). Finanzierungsstruktur optimieren: Praxisleitfaden für Unternehmer und Berater. Herne: NWB Verlag.		
	<u>International Accounting &amp; Finance (E) /ILV / Course no.: FIN 4 / 4th semester / ECTS: 2</u>		

	<p>Bekaert, G., &amp; Hodrick, R. (2018). International financial management. Cambridge, UK: Cambridge University Press.</p> <p>Buchholz, R. (2018). Internationale Rechnungslegung: Die wesentlichen Vorschriften nach IFRS und HGB – mit Aufgaben und Lösungen. Berlin: Erich Schmidt Verlag.</p> <p>Coenberg, A. G., Haller, A., Schultze, W. (2018). Jahresabschluss und Jahresabschlussanalyse: Betriebswirtschaftliche, handelsrechtliche, steuerrechtliche und internationale Grundlagen – HGB, IAS/IFRS, US-GAAP, DRS. Stuttgart: Schaeffer-Poeschel.</p> <p>Doupnik, T., Finn, M., Gotti, G., &amp; Perera, H. (2015). International accounting. New York, NY: McGraw-Hill.</p> <p>Eun, C., &amp; Resnick, B. G. (2018). International financial management. New York, NY: McGraw-Hill.</p> <p>Heno, R. (2018). Jahresabschluss nach Handelsrecht, Steuerrecht und internationalen Standards (IFRS). Berlin-Heidelberg: Springer Verlag.</p>
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Skills acquisition	<p><u>Business Mathematics /ILV / Course no.: FIN 1 / 1st semester / ECTS: 1</u></p> <p>The students</p> <ul style="list-style-type: none"> <li>• Can graphically display and interpret linear and special functions.</li> <li>• Can transform mathematical formulas.</li> <li>• Can derive mathematical functions and solve extreme value problems.</li> <li>• Can calculate simple interest and compound interest.</li> <li>• Understand the concepts of capital value and NPV.</li> <li>• Can calculate annuities of long-term financing and create a repayment schedule.</li> </ul>
	<p><u>Statistical Methods &amp; Data Analysis /ILV / Course no.: FIN 2 / 1st semester / ECTS: 2</u></p> <p>The students</p> <ul style="list-style-type: none"> <li>• Possess basic knowledge of quantitative methods in economics and basic knowledge of statistical methods and procedures for describing and analyzing economic data.</li> <li>• Are able to evaluate and perform descriptive statistics (empirical distribution, mean values, measures of dispersion), probability calculations, one- and two-dimensional random variables, theoretical distributions, random samples and sample distributions as well as estimation procedures (confidence intervals) and test procedures (parameter tests, analysis of variance, distribution tests) and regression analyses (linear single and multiple regression).</li> <li>• Are able to structure and compile larger data sets.</li> </ul>
	<p><u>Investment &amp; Financing /ILV / Course no.: FIN 3 / 2nd semester / ECTS: 2</u></p> <p>The students</p> <ul style="list-style-type: none"> <li>• Understand the relationship between balance sheet, profit and liquidity.</li> <li>• Know the basic concepts and fundamentals of financial planning.</li> <li>• Can calculate cash flows and interpret cash flow statements.</li> <li>• Recognize the basic problems in investment decisions.</li> <li>• Can apply static and dynamic investment calculation methods.</li> <li>• Understand the time value of money and the fundamentals of compound interest calculation and discounting.</li> <li>• Know the financing forms at a glance and their advantages and disadvantages.</li> <li>• Are able to assess the effects of financing decisions on business objectives.</li> <li>• Are able to assess essential forms of financing.</li> </ul>
	<p><u>International Accounting &amp; Finance (E) /ILV / Course no.: FIN 4 / 4th semester / ECTS: 2</u></p> <p>The students know the fundamentals of international accounting according to IFRS and the area of international finance with selected decision fields.</p> <p>The students</p> <ul style="list-style-type: none"> <li>• Are familiar with the main differences and principles of international accounting (IFRS, US-GAAP).</li> <li>• Are able to assess selected accounting issues.</li> <li>• Know short, medium and long-term financing instruments.</li> <li>• Are in a position to evaluate the financial and economic situation of a company on the basis of the annual financial statement analysis.</li> <li>• Know the basic features of the credit risk process from the point of view of credit institutions.</li> <li>• Know the fundamentals of a company rating.</li> <li>• Are able to calculate and negotiate financing costs.</li> </ul>

<p>Course contents</p>	<p><u>Business Mathematics /ILV / Course no.: FIN 1 / 1st semester / ECTS: 1</u></p> <p>Part A: Linear Algebra:</p> <ul style="list-style-type: none"> <li>• Images or functions with one or more variables</li> <li>• Forming and solving formulas and equations</li> <li>• Linear equations incl. graphical representation</li> <li>• Special mathematical functions (exponential function, logarithm etc.)</li> </ul> <p>Part B: Analysis</p> <ul style="list-style-type: none"> <li>• Differential calculus (simple and partial)</li> <li>• Extreme value tasks (determination of minima and maxima, turning and saddle points)</li> </ul> <p>Part C: Interest calculation:</p> <ul style="list-style-type: none"> <li>• Introduction to interest calculations (simple interest, compound interest, accumulation and discounting)</li> <li>• Introduction to the concept of present value and the capital value method</li> <li>• Calculation of annuities and creation of a repayment plan</li> </ul> <hr/> <p><u>Statistical Methods &amp; Data Analysis /ILV / Course no.: FIN 2 / 1st semester / ECTS: 2</u></p> <p>Part A: Fundamentals of Statistics:</p> <ul style="list-style-type: none"> <li>• Introduction to descriptive statistics (graphical representation of data and distributions, calculations of statistical central and scatter measures, test for normal distribution of data) and data interpretation</li> <li>• Introduction to closing statistics (difference test for nominal, ordinal and cardinally scaled data)</li> <li>• Introduction to correlation and factor analysis</li> </ul> <p>Part B: Structure of a data set and variable declaration:</p> <ul style="list-style-type: none"> <li>• Structure and structure of a data set for statistical analysis using software</li> <li>• Determination and development of variables (dependent, independent, dummy, interaction) and scaling (nominal, ordinal, interval, cardinal)</li> </ul> <p>Part C: Fundamentals of regression analysis:</p> <ul style="list-style-type: none"> <li>• Introduction to linear regression (basic model, estimation methods, integration of non-linear variables, statistical significance, assessment measures of estimation quality) incl. interpretation of results</li> </ul> <p>The (theoretical) contents will be expanded by practical examples including software support.</p>
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	<p><u>Investment &amp; Financing /ILV / Course no.: FIN 3 / 2nd semester / ECTS: 2</u></p> <p>Part A: Financing</p> <ul style="list-style-type: none"> <li>• Fundamentals and forms of financing at a glance</li> <li>• External financing instruments</li> <li>• Instruments of internal financing</li> <li>• Special features of start-up financing</li> <li>• Forms of financing under consideration of the company life cycle</li> </ul> <p>Part B: Fundamentals of financial and liquidity management</p> <ul style="list-style-type: none"> <li>• Investment &amp; financing from the point of view of the annual financial statements and liquidity</li> <li>• Fundamentals of financial planning</li> <li>• Cash flow and cash flow statement</li> </ul> <p>Part C: investment</p> <ul style="list-style-type: none"> <li>• Basic problems with investment decisions</li> <li>• Overview of investment calculation procedures</li> <li>• Cost/profit-oriented (static) investment calculations</li> <li>• Cash flow-oriented (dynamic) investment calculations</li> <li>• Qualitative investment evaluation - benefit analysis</li> </ul>
<p><u>Course contents</u></p>	<p><u>International Accounting &amp; Finance (E) /ILV / LV-Nr: FIN 4 / 4.Semester / ECTS: 2</u></p> <p>Part A: International Accounting</p> <ul style="list-style-type: none"> <li>• Basic definitions and introduction into IFRS</li> <li>• Differences and similarities of IFRS compared to UGB/HGB</li> <li>• Statement of financial positions, statement of comprehensive income, statement of cash flows &amp; statement of changes in equity</li> <li>• Reading and interpreting an IFRS financial statement</li> </ul> <p>Part B: International Finance</p> <ul style="list-style-type: none"> <li>• Theory of cost of capital (WACC concept, tax shield, cost of equity &amp; cost of debt)</li> <li>• CAPM, WACC &amp; enterprise value</li> <li>• Equity vs. debt</li> <li>• Short- and long-term financial instruments (revolving credit facility (RCF), overdraft, trade credit, factoring, long-term credit, leasing)</li> <li>• Financing costs (interest rate, interest rate structure, roll-over-period, commitment fee etc.)</li> <li>• Credit risk process (information asymmetry, adverse selection, moral hazard, creditworthiness, trustworthiness, rating)</li> <li>• Portfolio theory (risk &amp; return, covariance &amp; correlation, risk-return-diagram, calculation of optimal portfolio)</li> </ul>
<p>Teaching and learning methods</p>	<p><u>Business Mathematics /ILV / Course no.: FIN 1 / 1st semester / ECTS: 1</u></p> <ul style="list-style-type: none"> <li>• 50 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</li> </ul> <p><u>Statistical Methods &amp; Data Analysis /ILV / Course no.: FIN 2 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• 25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</li> </ul> <p><u>Investment &amp; Financing /ILV / Course no.: FIN 3 / 2nd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• 50 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</li> </ul> <p><u>International Accounting &amp; Finance (E) /ILV / Course no.: FIN 4 / 4th semester / ECTS: 2</u></p>

	<ul style="list-style-type: none"> <li>• 25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</li> </ul>
Evaluation Methods Criteria	<p><u>Business Mathematics /ILV / Course no.: FIN 1 / 1st semester / ECTS: 1</u></p> <ul style="list-style-type: none"> <li>• Final exam</li> </ul>
	<p><u>Statistical Methods &amp; Data Analysis /ILV / Course no.: FIN 2 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• Seminar paper</li> </ul>

Evaluation Methods Criteria	<ul style="list-style-type: none"><li>• Final exam</li></ul>
	<u>Investment &amp; Financing /ILV / Course no.: FIN 3 / 2nd semester / ECTS: 2</u>
	<ul style="list-style-type: none"><li>• Final exam and</li><li>• Quiz</li></ul>
	<u>International Accounting &amp; Finance (E) /ILV / Course no.: FIN 4 / 4th semester / ECTS: 2</u>
	<ul style="list-style-type: none"><li>• Final exam and</li><li>• Quiz</li></ul>

Module number:			Scope:
<b>EGM</b>	<b>Entrepreneurship &amp; start-up management</b>	<b>7</b>	<b>ECTS</b>
Degree program	University of Applied Sciences-Bachelor Degree Program-Business Management Full-time		
Position in the curriculum	1st semester		
	2nd semester		
Level	1st semester: Bachelor / 2nd semester: Bachelor		
Previous knowledge	2nd semester: • Fundamentals of Entrepreneurship • Academic Research I: Fundamentals		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Fundamentals of entrepreneurship /ILV / Course no.: EGM 1 / 1st semester / ECTS: 2</u> Birkenbach-Puteanus, K. (2019). Erfolgreiche Unternehmensgründung: Entrepreneurship im kompetitiven, innovativen und unsicheren Umfeld. Stuttgart: Kohlhammer Verlag.  Chaston, I. (2009). Entrepreneurial management in small firms. Thousand Oaks, CA: SAGE Publications.  Fritsch, M. (2019). Entrepreneurship: Theorie, Empirie, Politik. Berlin-Heidelberg: Springer Verlag. Grichnik, D., Brettel, M., Koropp, C., & Mauer, R. (2017). Entrepreneurship - Unternehmerisches Denken, Entscheiden und Handeln in innovativen und technologieorientierten Unternehmen. Stuttgart: Schäffer-Poeschl. Hall, R., & Bell, R. (2019). Start-ups, pivots and pop-ups: How to succeed by creating your own business. London, UK: Kogan Page. Neck, C. P., Neck, H. M., & Murray, E. L. (2018). Entrepreneurship. The practice and mindset. Thousand Oaks, CA: SAGE Publications. Pott, O., & Pott, A. (2015). Entrepreneurship: Unternehmensgründung, Businessplan und Finanzierung, Rechtsformen und gewerblicher Rechtsschutz. Berlin-Heidelberg: Springer Verlag.		
	<u>Start-up Management /ILV / Course no.: EGM 2 / 2nd semester / ECTS: 3</u> Fink, C., Vogelsang, E., & Baumann, M. (2016). Existenzgründung und Businessplan: Ein Leitfaden für erfolgreiche Start-ups. Berlin: Erich Schmidt Verlag. Hering, T., Vincenti, A., & Gerbaulet, D. (2018). Unternehmensgründung. Munich: Walter de Gruyter. Kailer, N., & Weiß, G. (2018). Gründungsmanagement kompakt: Von der Idee zum Businessplan. Vienna: Linde Verlag. Kollmann, T. (2016). E-Entrepreneurship: Grundlagen der Unternehmensgründung in der digitalen Wirtschaft. Wiesbaden: Springer Verlag. Schinnerl, R. (2018). Erfolgreich in die Selbständigkeit: Von der Geschäftsidee über den Businessplan zur nachhaltigen Unternehmensgründung. Wiesbaden: Springer.		
	<u>Strategy Development &amp; Execution (E) /ILV / Course no.: EGM 3 / 2nd semester / ECTS: 2</u> Glauner, F. (2016). Zukunftsfähige Geschäftsmodelle und Werte: Strategieentwicklung und Unternehmensführung in disruptiven Märkten. Berlin-Heidelberg: Springer Verlag. Hinterhuber, H. H. (2015). Strategische Unternehmensführung: Das Gesamtmodell für nachhaltige Wertsteuerung. Berlin: Erich Schmidt Verlag. Klasen, J. (2019). Business Transformation: Praxisorientierter Leitfaden zur erfolgreichen Neuausrichtung von Unternehmen und Geschäftsfeldern. Wiesbaden: Springer Verlag. Lippold, D. (2018). Die Unternehmensberatung: Von der strategischen Konzeption zur praktischen Umsetzung. Wiesbaden: Gabler. Stöger, R. (2017). Strategieentwicklung für die Praxis: Navigieren, verändern und umsetzen. Stuttgart: Schäffer-Poeschel. Welge, M. K., Al-Laham, A., & Eulerich, M. (2017). Strategisches Management: Grundlagen – Prozess – Implementierung. Wiesbaden: Springer.		
Skills acquisition	<u>Fundamentals of entrepreneurship /ILV / Course no.: EGM 1 / 1st semester / ECTS: 2</u> The students • Know the conceptual foundations of entrepreneurship research and are able to		

	<p>distinguish and explain concepts such as entrepreneurship, entrepreneurship, management, etc. from each other.</p> <ul style="list-style-type: none"><li>• Are familiar with the findings on the economic significance of entrepreneurship in Austria and Germany.</li><li>• Are familiar with alternative forms of company formation, such as new company formation, takeover formation, spin-off formation, MBI/MBO, franchise formation.</li><li>• Have knowledge of the typical focal points and problems in the various phases of the process of setting up a company.</li><li>• Are able to identify necessary entrepreneurial competencies and assess the feasibility of potential business ideas.</li><li>• Are familiar with the basic terminology used in start-up management in general and start-up planning in particular.</li><li>• Know the building blocks in the development of a business concept and in start-up planning.</li><li>• Are able to identify necessary entrepreneurial competencies and assess the feasibility of potential business ideas.</li><li>• Are familiar with current concepts and trends in entrepreneurship.</li></ul>
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Skills acquisition	<p><u>Start-up Management /ILV / Course no.: EGM 2 / 2nd semester / ECTS: 3</u></p> <p>The students</p> <ul style="list-style-type: none"> <li>• Are familiar with the basic terminology used in start-up management in general and start-up planning in particular.</li> <li>• Have knowledge of the typical focal points and problems in the various phases of the process of setting up a company.</li> <li>• Know the building blocks in the development of a business concept and in start-up planning.</li> <li>• Know the meaning and content expectations of business plans.</li> <li>• Are able to develop solution strategies for the typical bottleneck areas of business start-ups such as location, legal form, marketing and financing decisions.</li> <li>• Can successfully implement their knowledge in practical projects.</li> </ul>
	<p><u>Strategy Development &amp; Execution (E) /ILV / Course no.: EGM 3 / 2nd semester / ECTS:</u></p> <p>The students</p> <ul style="list-style-type: none"> <li>• Are familiar with the possibilities of process-guided development and implementation of corporate, divisional or functional strategies.</li> <li>• Know the concepts of strategy development, especially in the context of corporate security.</li> <li>• Understand the critical factors influencing the goals of sustainable corporate success.</li> <li>• Are able to analyze the strategy context, structures and processes.</li> <li>• Are familiar with the essential measures for the successful implementation of corporate, divisional and functional strategies.</li> <li>• Can assess the effects of industry 4.0 and digitization on the development and implementation of strategies.</li> </ul>
Course contents	<p><u>Fundamentals of entrepreneurship /ILV / Course no.: EGM 1 / 1st semester / ECTS: 2</u></p> <p>Part A: Basic concepts:</p> <ul style="list-style-type: none"> <li>• Entrepreneurship and the path to it</li> <li>• Entrepreneurship and intrapreneurship: Terms and definitions</li> <li>• The Entrepreneur / the Intrapreneur: Characteristics, meaning, image</li> <li>• Types and forms of entrepreneurship</li> </ul> <p>Part B: The importance of entrepreneurial action:</p> <ul style="list-style-type: none"> <li>• Quantitative and qualitative mapping in Austria/Germany</li> <li>• Derivation of success factors &amp; reasons for failure</li> <li>• Analysis of the framework conditions for business start-ups</li> </ul> <p>Part C: Trends and developments in entrepreneurship:</p> <ul style="list-style-type: none"> <li>• Model of entrepreneurship competencies</li> <li>• Current concepts in entrepreneurship (Business Model Canvas, Value Proposition Design, Lean Startup, Growth Hacking etc.)</li> </ul>
	<p><u>Start-up Management /ILV / Course no.: EGM 2 / 2nd semester / ECTS: 3</u></p>



	<p>Part A: Fundamentals of business planning:</p> <ul style="list-style-type: none"> <li>• Importance and dissemination of business plans</li> <li>• Main focus of content: Factual and financial concept</li> <li>• Procedure for drawing up a business plan</li> <li>• Sample structuring for business plans: Custom application</li> <li>• Tips, tools and templates.</li> </ul> <p>Part B: The factual concept:</p> <ul style="list-style-type: none"> <li>• Development of the content components of the business plan: Executive Summary</li> <li>• Product and service, USP</li> <li>• Company &amp; founders</li> <li>• Constitutive decisions (location, legal form, mergers etc.)</li> <li>• Analysis of industry, market and competition</li> <li>• Marketing: Market entry and marketing mix</li> <li>• Management &amp; organization, implementation planning</li> <li>• Opportunities and risks, development scenarios</li> </ul> <p>Part C: Specialization topics:</p> <ul style="list-style-type: none"> <li>• Basic decisions as part of start-up planning</li> <li>• Special features of start-up financing</li> <li>• Start-up competitions and networks</li> </ul> <hr/> <p><u>Strategy Development &amp; Execution (E) /ILV / Course no.: EGM 3 / 2nd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• Corporate strategies (attack and defense strategies incl. digitization)</li> <li>• Development strategies (cooperation strategies, competition, internationalization strategies)</li> <li>• Divisional strategies (procurement, production, marketing, human resources, finance and R&amp;D strategies)</li> <li>• Content steps of the strategic management process; strategic analysis.</li> </ul>
Teaching and learning methods	<p><u>Fundamentals of entrepreneurship /ILV / Course no.: EGM 1 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• 25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in</li> </ul>

Teaching and learning methods	<p>which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</p>
	<p><u>Start-up Management /ILV / Course no.: EGM 2 / 2nd semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>• 33 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</li> </ul> <p><u>Strategy Development &amp; Execution (E) /ILV / Course no.: EGM 3 / 2nd semester / ECTS</u></p> <ul style="list-style-type: none"> <li>• The course is conducted with presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures).</li> <li>• In addition, the students will solve and present problems in group work, which will be discussed in the plenum.</li> <li>• Selected exercises are carried out to train the content based on real problems.</li> </ul>
Evaluation Methods Criteria	<p><u>Fundamentals of entrepreneurship /ILV / Course no.: EGM 1 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• Final exam</li> </ul>
	<p><u>Start-up Management /ILV / Course no.: EGM 2 / 2nd semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>• Final presentation and Quiz</li> </ul>
	<p><u>Strategy Development &amp; Execution (E) /ILV / Course no.: EGM 3 / 2nd semester / ECTS:</u></p> <ul style="list-style-type: none"> <li>• Seminar paper</li> </ul>

<b>Module number:</b>			<b>Scope:</b>	
<b>SPR</b>	<b>Languages</b>	<b>12</b>	<b>ECTS</b>	
Degree program	University of Applied Sciences-Bachelor Degree Program-Business Management Full-time			
Position in the curriculum	1st semester			
	2nd semester			
	3rd semester			
Level	1st semester: Bachelor / 2nd semester: Bachelor			
Previous knowledge	<p>1st semester: Full-time: French, Italian, Spanish Module with objective A2: no previous knowledge allowed Module with objective B2: Previous knowledge required</p> <p>Chinese, Russian Module with objective A2: no previous knowledge allowed</p> <p>English, German Module with objective B2: Level B1 (GER) or English advanced course required Module with objective C1: Level B2 (GER) required Module with objective C2: Level C1 (GER) required</p> <p>2nd semester: Full-time: French, Italian, Spanish Module with objective A2: no previous knowledge allowed Module with objective B2: Previous knowledge required</p> <p>Chinese, Russian Module with objective A2: no previous knowledge allowed</p> <p>English, German Module with objective B2: Level B1 (GER) or English advanced course required Module with objective C1: Level B2 (GER) required Module with objective C2: Level C1 (GER) required</p> <p>3rd semester: Full-time: French, Italian, Spanish Module with objective A2: no previous knowledge allowed Module with objective B2: Previous knowledge required</p> <p>Chinese, Russian Module with objective A2: no previous knowledge allowed</p> <p>English, German Module with objective B2: Level B1 (GER) or English advanced course required Module with objective C1: Level B2 (GER) required Module with objective C2: Level C1 (GER) required</p>			
Blocked	no			
Participant group	A-levels and/or corresponding previous training, beginners			
Literature recommendation	<u>Foreign Language I /ILV / Course no.: SPR 1 / 1st semester / ECTS: 3</u> All modules and levels: Course book - by arrangement; authentic materials, e.g. from English language journals (including specialist journals), newspapers and online media			
	<u>Foreign Language II /ILV / Course no.: SPR 2 / 2nd semester / ECTS: 5</u> All modules and levels: Course book - by arrangement; authentic materials, e.g. from English language journals (including specialist journals), newspapers and online media			
	<u>Foreign Language III /ILV / Course no.: SPR 3 / 3rd semester / ECTS: 4</u>			

	<p>All modules and levels:                  Course book - by arrangement; authentic materials, e.g. from English language journals (including specialist journals), newspapers and online media</p>
<p>Skills acquisition</p>	<p><u>Foreign Language I /ILV / Course no.: SPR 1 / 1st semester / ECTS: 3</u></p> <p>The modules are designed according to the Common European Framework of Reference for Languages (CEFR). In the modules, students will acquire the language skills and develop the skills necessary for a business-oriented professional or academic activity.</p> <p>The following competences are taught according to CEFR, i.e. after completion of the module, successful graduates will have mastered the following activities:</p> <p>A1 - Beginner                  Can understand and use familiar everyday expressions and very simple sentences aimed</p>

Skills acquisition	<p>at satisfying specific needs. Can introduce him/herself and others and ask other people questions about him/herself - e.g. where he/she lives, people he/she knows or things he/she has - and can answer questions of this kind. Can communicate in a simple way if the interlocutors speak slowly and clearly and are willing to help.</p> <p>A2 - Basic knowledge Can understand sentences and frequently used expressions related to areas of most immediate relevance (e.g. personal and family information, shopping, work, local area). Can communicate in simple, routine situations involving a simple and direct exchange of information on familiar and common matters. Can describe with simple language his/her own background and education, immediate environment and things related to immediate needs.</p> <p>B1 - Advanced language use Can understand the main points when clear standard language is used and when it comes to familiar matters from work, school, leisure, etc. Can cope with most situations encountered when travelling in the area where the language is spoken. Can express himself/herself simply and coherently on familiar topics and personal areas of interest. Can report on experiences and events, describe dreams, hopes and goals and give brief reasons or explanations for plans and views.</p> <p>B2 - Independent use of language Can understand the main contents of complex texts on concrete and abstract topics; also understands technical discussions in his/her own special field. Can communicate so spontaneously and fluently that a normal conversation with native speakers is possible without much effort on both sides. Can express himself/herself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and indicate the advantages and disadvantages of different options.</p> <p>C1 - Expert language skills Can understand a wide range of demanding, longer texts and also grasp implicit meanings. Can express him/herself fluently and spontaneously without having to search for words more often. Can use the language effectively and flexibly in social and professional life or in education and studies. Can express himself/herself clearly, in a structured and detailed manner on complex matters, using various means of text linking as appropriate.</p> <p>C2 - Approximate mother-tongue knowledge Can easily understand practically anything he/she reads or hears. Can summarize information from various written and oral sources, presenting reasons and explanations in a coherent presentation. Can express himself/herself spontaneously, very fluently and precisely, and can also make clear finer nuances of meaning in more complex situations.</p> <p>Foreign Language II /ILV / Course no.: SPR 2 / 2nd semester / ECTS: 5</p>
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The modules are designed according to the Common European Framework of Reference for Languages (CEFR). In the modules, students will acquire the language skills and develop the skills necessary for a business-oriented professional or academic activity.

The following competences are taught according to CEFR, i.e. after completion of the module, successful graduates will have mastered the following activities:

**A1 - Beginner**

Can understand and use familiar everyday expressions and very simple sentences aimed at satisfying specific needs. Can introduce him/herself and others and ask other people questions about him/herself - e.g. where he/she lives, people he/she knows or things he/she has - and can answer questions of this kind. Can communicate in a simple way if the interlocutors speak slowly and clearly and are willing to help.

**A2 - Basic knowledge**

Can understand sentences and frequently used expressions related to areas of most immediate relevance (e.g. personal and family information, shopping, work, local area). Can communicate in simple, routine situations involving a simple and direct exchange of information on familiar and common matters. Can describe with simple language his/her own background and education, immediate environment and things related to immediate needs.

**B1 – Advanced language usage**

<p>Skills acquisition</p>	<p>Can understand the main points when clear standard language is used and when it comes to familiar matters from work, school, leisure, etc. Can cope with most situations encountered when travelling in the area where the language is spoken. Can express himself/herself simply and coherently on familiar topics and personal areas of interest. Can report on experiences and events, describe dreams, hopes and goals and give brief reasons or explanations for plans and views.</p> <p><b>B2 - Independent use of language</b>                  Can understand the main contents of complex texts on concrete and abstract topics; also understands technical discussions in his/her own special field. Can communicate so spontaneously and fluently that a normal conversation with native speakers is possible without much effort on both sides. Can express himself/herself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and indicate the advantages and disadvantages of different options.</p> <p><b>C1 - Expert language skills</b>                  Can understand a wide range of demanding, longer texts and also grasp implicit meanings. Can express him/herself fluently and spontaneously without having to search for words more often. Can use the language effectively and flexibly in social and professional life or in education and studies. Can express himself/herself clearly, in a structured and detailed manner on complex matters, using various means of text linking as appropriate.</p> <p><b>C2 - Approximate mother-tongue knowledge</b>                  Can easily understand practically anything he/she reads or hears. Can summarize information from various written and oral sources, presenting reasons and explanations in a coherent presentation. Can express himself/herself spontaneously, very fluently and precisely, and can also make clear finer nuances of meaning in more complex situations.</p> <p>Foreign Language III /ILV / Course no.: SPR 3 / 3rd semester / ECTS: 4</p>
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	<p>The modules are designed according to the Common European Framework of Reference for Languages (CEFR). In the modules, students will acquire the language skills and develop the skills necessary for a business-oriented professional or academic activity.</p> <p>The following competences are taught according to CEFR, i.e. after completion of the module, successful graduates will have mastered the following activities:</p> <p><b>A1 - Beginner</b>          Can understand and use familiar everyday expressions and very simple sentences aimed at satisfying specific needs. Can introduce him/herself and others and ask other people questions about him/herself - e.g. where he/she lives, people he/she knows or things he/she has - and can answer questions of this kind. Can communicate in a simple way if the interlocutors speak slowly and clearly and are willing to help.</p> <p><b>A2 - Basic knowledge</b>          Can understand sentences and frequently used expressions related to areas of most immediate relevance (e.g. personal and family information, shopping, work, local area). Can communicate in simple, routine situations involving a simple and direct exchange of information on familiar and common matters. Can describe with simple language his/her own background and education, immediate environment and things related to immediate needs.</p> <p><b>B1 - Advanced language use</b>          Can understand the main points when clear standard language is used and when it comes to familiar matters from work, school, leisure, etc. Can cope with most situations encountered when travelling in the area where the language is spoken. Can express himself/herself simply and coherently on familiar topics and personal areas of interest. Can report on experiences and events, describe dreams, hopes and goals and give brief reasons or explanations for plans and views.</p> <p><b>B2 - Independent use of language</b>          Can understand the main contents of complex texts on concrete and abstract topics; also understands technical discussions in his/her own special field. Can communicate so spontaneously and fluently that a normal conversation with native speakers is possible without much effort on both sides. Can express himself/herself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and indicate the advantages and disadvantages of different options.</p> <p><b>C1 - Expert language skills</b></p>
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<p>Skills acquisition</p>	<p>Can understand a wide range of demanding, longer texts and also grasp implicit meanings. Can express him/herself fluently and spontaneously without having to search for words more often. Can use the language effectively and flexibly in social and professional life or in education and studies. Can express himself/herself clearly, in a structured and detailed manner on complex matters, using various means of text linking as appropriate.</p> <p>C2 - Approximate mother-tongue knowledge Can easily understand practically anything he/she reads or hears. Can summarize information from various written and oral sources, presenting reasons and explanations in a coherent presentation. Can express himself/herself spontaneously, very fluently and precisely, and can also make clear finer nuances of meaning in more complex situations.</p>
<p>Course contents</p>	<p><u>Foreign Language I /ILV / Course no.: SPR 1 / 1st semester / ECTS: 3</u></p> <p>A1 - Beginner Understand and use familiar everyday expressions and very simple sentences aimed at satisfying specific needs. Introduce himself/herself and others and ask other people questions about him/herself - e.g. where he/she lives, people he/she knows or things he/she has - and answer questions of this kind. Communicate in a simple way if the interlocutors speak slowly and clearly and are willing to help.</p> <p>A2 - Basic knowledge Understand sentences and frequently used expressions related to areas of most immediate relevance (e.g. personal and family information, shopping, work, local area). Communicate in simple, routine situations involving a simple and direct exchange of information on familiar and common matters. Describe with simple language his/her own background and education, immediate environment and things related to immediate needs.</p> <p>B1 - Advanced language use Use clear standard language and communicate on familiar matters from work, school, leisure, etc. Apply relevant conversation skills for travel in the area in which the language is spoken. Express himself/herself simply and coherently on familiar topics and personal areas of interest. Report on experiences and events, describe dreams, hopes and goals and give brief reasons or explanations for plans and views.</p> <p>B2 - Independent use of language Express the main contents of complex texts on concrete and abstract topics; participate in technical discussions in his/her own special field. Communicate so spontaneously and fluently that a normal conversation with native speakers is possible without much effort on both sides. Express himself/herself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and indicate the advantages and disadvantages of different options.</p> <p>C1 - Expert language skills Understand a wide range of demanding, longer texts and also grasp implicit meanings. Express himself/herself fluently and spontaneously without having to search for words more often. Use the language effectively and flexibly in social and professional life or in education and studies. Express himself/herself clearly, in a structured and detailed manner on complex matters, using various means of text linking as appropriate.</p> <p>C2 - Approximate mother-tongue knowledge Effortless communication in all language situations. Summarize information from various written and oral sources, presenting reasons and explanations in a coherent presentation. Express himself/herself spontaneously, very fluently and precisely, and can also make clear finer nuances of meaning in more complex situations.</p> <p><u>Foreign Language II /ILV / Course no.: SPR 2 / 2nd semester / ECTS: 5</u></p>

A1 - Beginner

Understand and use familiar everyday expressions and very simple sentences aimed at satisfying specific needs. Introduce himself/herself and others and ask other people questions about him/herself - e.g. where he/she lives, people he/she knows or things he/she has - and answer questions of this kind. Communicate in a simple way if the interlocutors speak slowly and clearly and are willing to help.

A2 – Basic knowledge

Understand sentences and frequently used expressions that relate to areas of most immediate

<p>Course contents</p>	<p>relevance (e.g. personal and family information, shopping, work, local area). Communicate in simple, routine situations involving a simple and direct exchange of information on familiar and common matters. Describe with simple language his/her own background and education, immediate environment and things related to immediate needs.</p> <p><b>B1 - Advanced language use</b> Use clear standard language and communicate on familiar matters from work, school, leisure, etc. Apply relevant conversation skills for travel in the area in which the language is spoken. Express himself/herself simply and coherently on familiar topics and personal areas of interest. Report on experiences and events, describe dreams, hopes and goals and give brief reasons or explanations for plans and views.</p> <p><b>B2 - Independent use of language</b> Express the main contents of complex texts on concrete and abstract topics; participate in technical discussions in his/her own special field. Communicate so spontaneously and fluently that a normal conversation with native speakers is possible without much effort on both sides. Express himself/herself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and indicate the advantages and disadvantages of different options.</p> <p><b>C1 - Expert language skills</b> Understand a wide range of demanding, longer texts and also grasp implicit meanings. Express himself/herself fluently and spontaneously without having to search for words more often. Use the language effectively and flexibly in social and professional life or in education and studies. Express himself/herself clearly, in a structured and detailed manner on complex matters, using various means of text linking as appropriate.</p> <p><b>C2 - Approximate mother-tongue knowledge</b> Effortless communication in all language situations. Summarize information from various written and oral sources, presenting reasons and explanations in a coherent presentation. Express himself/herself spontaneously, very fluently and precisely, and can also make clear finer nuances of meaning in more complex situations.</p> <hr/> <p><u>Foreign Language III /ILV / Course no.: SPR 3 / 3rd semester / ECTS: 4</u></p>
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	<p><b>A1 - Beginner</b> Understand and use familiar everyday expressions and very simple sentences aimed at satisfying specific needs. Introduce himself/herself and others and ask other people questions about him/herself - e.g. where he/she lives, people he/she knows or things he/she has - and answer questions of this kind. Communicate in a simple way if the interlocutors speak slowly and clearly and are willing to help.</p> <p><b>A2 - Basic knowledge</b> Understand sentences and frequently used expressions related to areas of most immediate relevance (e.g. personal and family information, shopping, work, local area). Communicate in simple, routine situations involving a simple and direct exchange of information on familiar and common matters. Describe with simple language his/her own background and education, immediate environment and things related to immediate needs.</p> <p><b>B1 - Advanced language use</b> Use clear standard language and communicate on familiar matters from work, school, leisure, etc. Apply relevant conversation skills for travel in the area in which the language is spoken. Express himself/herself simply and coherently on familiar topics and personal areas of interest. Report on experiences and events, describe dreams, hopes and goals and give brief reasons or explanations for plans and views.</p> <p><b>B2 - Independent use of language</b> Express the main contents of complex texts on concrete and abstract topics; participate in technical discussions in his/her own special field. Communicate so spontaneously and fluently that a normal conversation with native speakers is possible without much effort on both sides. Express himself/herself clearly and in detail on a wide range of topics, explain a point of view on a topical issue and indicate the advantages and disadvantages of different options.</p> <p><b>C1 - Expert language skills</b> Understand a wide range of demanding, longer texts and also grasp implicit meanings. Express himself/herself fluently and spontaneously without having to search for words more often. Use the language effectively and flexibly in social and professional life</p>
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<p>Course contents</p>	<p>or in education and studies. Express himself/herself clearly, in a structured and detailed manner on complex matters, using various means of text linking as appropriate.</p> <p>C2 - Approximate mother-tongue knowledge Effortless communication in all language situations. Summarize information from various written and oral sources, presenting reasons and explanations in a coherent presentation. Express himself/herself spontaneously, very fluently and precisely, and can also make clear finer nuances of meaning in more complex situations.</p>
<p>Teaching and learning methods</p>	<p><u>Foreign Language I /ILV / Course no.: SPR 1 / 1st semester / ECTS: 3</u> ILV is designed according to a communicative, action-oriented approach</p> <p><u>Foreign Language II /ILV / Course no.: SPR 2 / 2nd semester / ECTS: 5</u> ILV is designed according to a communicative, action-oriented approach</p> <p><u>Foreign Language III /ILV / Course no.: SPR 3 / 3rd semester / ECTS: 4</u> ILV is designed according to a communicative, action-oriented approach</p>
<p>Evaluation Methods Criteria</p>	<p><u>Foreign Language I /ILV / Course no.: SPR 1 / 1st semester / ECTS: 3</u> The performance and competence of the students in reading comprehension, listening comprehension, written expression, oral expression and the quality of their cooperation (also online) are taken into account for the assessment.</p> <p><u>Foreign Language II /ILV / Course no.: SPR 2 / 2nd semester / ECTS: 5</u> The performance and competence of the students in reading comprehension, listening comprehension, written expression, oral expression and the quality of their cooperation (also online) are taken into account for the assessment.</p> <p><u>Foreign Language III /ILV / Course no.: SPR 3 / 3rd semester / ECTS: 4</u> The performance and competence of the students in reading comprehension, listening comprehension, written expression, oral expression and the quality of their cooperation (also online) are taken into account for the assessment.</p>

Module number:			Scope:
WIR	Commercial Law	5	ECTS
Degree program	University of Applied Sciences-Bachelor Degree Program-Business Management Full-time		
Position in the curriculum	1st semester		
	2nd semester		
	3rd semester		
Level	1st semester: Bachelor / 2nd semester: Bachelor		
Previous knowledge	3rd semester: • Introduction to Law		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Introduction to Law /ILV / Course no.: WIR 1 / 1st semester / ECTS: 2</u> Bydlinski, P. (2017). Grundzüge des Privatrechts: Für Ausbildung und Praxis. Vienna: Manz Verlag. Felten, E., Kofler, G., Mayrhofer, M., Perner, S., & Tumpel, M. (2019). Digitale Transformation im Wirtschafts- und Steuerrecht. Vienna: Linde Verlag. Gurmam, S. (2018). Grundzüge des Gesellschafts- und Insolvenzrechts. Vienna: Linde. Kunkel, C. (2017). Wirtschaftsrecht: Ausgewählte aktuelle Probleme in Entscheidungsbesprechungen. Vienna: Manz Verlag. Markl, C., & Pittl, R. (2018). Einführung in das Privat- und Wirtschaftsrecht. Vienna: Neuer Wissenschaftlicher Verlag. Schwimann, M. (2019). Bürgerliches Recht für Anfänger. Vienna: LexisNexis. Vieweg, K., & Fischer, M. (2019). Wirtschaftsrecht: Grundlagen. Vienna: Manz Verlag. Weilingner, A. (2019). Privatrecht: Eine Einführung. Vienna: Facultas.		
	<u>Labor Law &amp; Drafting of Employment Contracts /ILV / Course no.: WIR 2 / 2nd semester</u> Bährle, R. (2019). Arbeitsrecht für Arbeitgeber: Tipps zur Vermeidung von kostspieligen Fehlern – Mit zahlreichen Beispielen und Vorlagen für die betriebliche Praxis. Vienna: Linde Verlag. Brodil, W., & Risak, M. (2019). Arbeitsrecht in Grundzügen. Vienna: LexisNexis. Kietaibl, C. (2017). Arbeitsrecht I: Gestalter und Gestaltungsmittel. Vienna: new academic press. Laimer, H. G., & Wieser, L. (2019). Arbeitsrecht für HR und Personalwesen. Vienna: Manz Verlag. Rauch, T. (2018). Arbeitsrecht für Arbeitgeber. Vienna: Linde Verlag.		
	<u>Liability Aspects of Management /ILV / Course no.: WIR 3 / 3rd semester / ECTS: 2</u> Bollenberger, M. (2017). Geschäftsführerhaftung: Haftung des Geschäftsführers, der Gesellschaft und der Gesellschafter der GmbH. Vienna: LexisNexis. Eberhardt, S. R., & Gurmam, S. (2016) (Hrsg.). Managementhaftung in der Praxis. Vienna: Verlag Österreich. Ertl, P., Gerlach, R., Griesmayr, N., & Murhi, G. (2019). Persönliche Haftung der Geschäftsführer, Vorstände und Aufsichtsräte. Vienna: Linde Verlag. Löschnigg, G., & Melzer-Azodanloo, N. (2008) Raffling, P., & Schock, S. (2018). Digitale Wirtschaft und Industrie 4.0. Vienna: Manz Verlag.		
Skills acquisition	<u>Introduction to Law /ILV / Course no.: WIR 1 / 1st semester / ECTS: 2</u> The students <ul style="list-style-type: none"> <li>• Are familiar with the general civil and private law aspects of entrepreneurial activity.</li> <li>• Understand basic legal principles, which are frequently conveyed through concrete examples of problem cases in legal practice.</li> <li>• Are able to classify the legal problems regularly occurring in business practice in general private and civil law.</li> <li>• Understand the legal organization of companies, the contract law of merchants and the alternatives under company law, in particular when setting up a company.</li> <li>• Are able to classify the areas of law presented and master their basic contents.</li> </ul>		

	<p><u>Labor Law &amp; Drafting of Employment Contracts /ILV / Course no.: WIR 2 / 2nd semester</u></p> <p>The students</p> <ul style="list-style-type: none"><li>• Know the basic features, similarities and differences between German and Austrian labor law.</li><li>• Know the differences and similarities in the creation and drafting of contracts and the resulting obligations both for the employee and for the employer.</li><li>• Are familiar with the essential provisions of dismissal protection law.</li><li>• Are able to assess and reflect on practical cases.</li><li>• Can draft employment contracts in principle.</li></ul>
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<p>Skills acquisition</p>	<p><u>Liability Aspects of Management /ILV / Course no.: WIR 3 / 3rd semester / ECTS: 2</u></p> <p>The students</p> <ul style="list-style-type: none"> <li>• Know the essential liability relevant aspects of CEO Managing Directors.</li> <li>• Know the essential problems and possible solutions in connection with third party interests of creditors, competitors, consumers, employees, investors and tax authorities.</li> </ul>
<p>Course contents</p>	<p><u>Introduction to Law /ILV / Course no.: WIR 1 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• Distinction between private law and public law</li> <li>• Title and mode doctrine</li> <li>• Fundamentals of property law (incl. ownership, possession &amp; ownership)</li> <li>• The natural person (legal capacity and capacity to act)</li> <li>• The legal person</li> <li>• Personality rights</li> <li>• The legal transaction &amp; the conclusion of the contract</li> <li>• General contract law</li> <li>• Representation &amp; power of attorney</li> <li>• Legal forms of companies (partnerships, corporations, mixed forms)</li> <li>• Fundamentals of consumer protection law</li> <li>• Fundamentals of insolvency law</li> <li>• Basic data protection regulation</li> </ul> <p><u>Labor Law &amp; Drafting of Employment Contracts /ILV / Course no.: WIR 2 / 2nd semester</u></p> <ul style="list-style-type: none"> <li>• Overview of different forms of companies (GmbH, OHG, KG, GesbR, EWIV, Genossenschaft, Stiftung) and their advantages and disadvantages regarding the drafting of employment contracts and employee rights</li> <li>• Rights and obligations of employers and employees</li> <li>• Co-determination, dismissal and protection against dismissal in comparison between Austria and Germany</li> <li>• Elements of an employment contracts in Austria and Germany</li> </ul> <p><u>Liability Aspects of Management /ILV / Course no.: WIR 3 / 3rd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• Overview of corporate criminal law</li> <li>• Overview of public and criminal liability</li> <li>• Fundamentals of liability and insurance issues</li> <li>• Liability avoidance and competition and company law aspects</li> </ul>
<p>Teaching and learning methods</p>	<p><u>Introduction to Law /ILV / Course no.: WIR 1 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• 25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</li> <li>• Solution of case studies by means of group work</li> </ul> <p><u>Labor Law &amp; Drafting of Employment Contracts /ILV / Course no.: WIR 2 / 2nd semester</u></p> <ul style="list-style-type: none"> <li>• Lecture</li> <li>• Excursion to a court case</li> <li>• Working out smaller problems in groups</li> </ul> <p><u>Liability Aspects of Management /ILV / Course no.: WIR 3 / 3rd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• 25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</li> </ul>
<p>Evaluation Methods Criteria</p>	<p><u>Introduction to Law /ILV / Course no.: WIR 1 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• Final exam</li> </ul>



	<u>Labor Law &amp; Drafting of Employment Contracts /ILV / Course no.: WIR 2 / 2nd semester</u> <ul style="list-style-type: none"><li>• Final exam</li></ul>
	<u>Liability Aspects of Management /ILV / Course no.: WIR 3 / 3rd semester / ECTS: 2</u> <ul style="list-style-type: none"><li>• Final exam and</li><li>• Quiz</li></ul>

Module number:			Scope:
LEA	Leadership	10	ECTS
Degree program	University of Applied Sciences-Bachelor Degree Program-Business Management Full-time		
Position in the curriculum	1st semester		
	2nd semester		
	3rd semester		
	4th semester		
Level	1st semester: Bachelor / 2nd semester: Bachelor / 4th semester: Bachelor		
Previous knowledge	3rd semester: • Communication, Presentation & Rhetoric 4th semester: • Communication, Presentation & Rhetoric • Human Resources Management • Organizational & Personnel Psychology		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Communication, Presentation &amp; Rhetoric /ILV / Course no.: LEA 1 / 1st semester / ECTS:</u> Braun, R. (2018). Die Macht der Rhetorik: Besser reden – mehr erreichen. Munich: Redline Verlag. Ehlers, M. (2018). Rhetorik - Die Kunst der Rede im digitalen Zeitalter. Kulmbach: Börsenmedien AG. Haas, H. (2018). Flipchart: Das Praxisbuch für Einsteiger. Frechen: mitp Verlags GmbH. Quintanilla, K. M., & Wahl, S. T. (2019). Business and professional communication: KEYS for workplace excellence. Thousand Oaks, CA: SAGE. Renz, K.-C. (2016). Das 1 x 1 der Präsentation: Für Schule, Studium und Beruf. Wiesbaden: Springer Verlag. Schulenburg, N. (2018). Exzellent präsentieren: Die Psychologie erfolgreicher Ideenvermittlung – Werkzeuge und Techniken für herausragende Präsentationen. Wiesbaden: Springer Verlag.		
	<u>Agile Project Management /ILV / Course no.: LEA 2 / 2nd semester / ECTS: 2</u> Hofert, S. (2018). Das agile Mindset: Mitarbeiter entwickeln, Zukunft der Arbeit gestalten. Wiesbaden: Springer. Kopp, D. (2019). Industry 4.0: Agiles Arbeiten – Die Zukunft des Projektmanagement. Vienna: Westermann. Kraus, G., & Westermann, R. (2019). Projektmanagement mit System: Organisation, Methoden, Steuerun. Wiesbaden: Springer Verlag. Kusay-Merkle, U. (2018). Agiles Projektmanagement im Berufsalltag: Für mittlere und kleine Projekte. Berlin-Heidelberg: Springer Verlag. Kuster, J., Bachmann, C., Huber, E., Hubmann, M., Lippmann, R., Schneider, E., Schneider, P., Witschi, U., & Wüst, R. (2019). Handbuch Projektmanagement: Agil – Klassisch – Hybrid. Wiesbaden: Springer Verlag. Timinger, H. (2017). Modernes Projektmanagement: Mit traditionellen, agilem und hybridem Vorgehen zum Erfolg. Weinheim: Wiley.		
	<u>Conflict Management, Mediation &amp; Negotiation/ILV / Course no.: LEA 3 / 3rd semester /</u>		

	<p>Berning, D. (2017). Mediation und Konfliktkultur: Wie Top-Manager Konflikte lösen. Wiesbaden: Springer Verlag.</p> <p>Fritzsche, T. (2016). Souverän verhandeln: Psychologische Strategien und Methoden. Bern. Hogrefe Verlag.</p> <p>von Kanitz, A. (2018). Crashkurs Professionell Moderieren – inkl. Arbeitshilfen online. Freiburg: Haufe-Lexware.</p> <p>Opresnik, M. O. (2014). Die Geheimnisse erfolgreicher Verhandlungsführung: Besser verhandeln – in jeder Beziehung. Berlin-Heidelberg: Springer Verlag.</p> <p>Rabe, C. S., &amp; Wode, M. (2014). Mediation: Grundlagen, Methoden, rechtlicher Rahmen. Berlin-Heidelberg: Springer Verlag.</p> <p>Schienle, W., &amp; Steinborn, A. (2016). Psychologisches Konfliktmanagement: Professionelles Handwerkszeug für Fach- und Führungskräfte. Wiesbaden: Springer Verlag.</p> <p>Schwarz, G. (2014). Conflict management: Konflikte erkennen, analysieren, lösen. Wiesbaden: Springer Verlag.</p> <p>Tröndle, J. (2018). Konfliktauflösung durch Selbstveränderung: Mediation als Subjektivierung. Wiesbaden: Springer Verlag.</p>
	<p><u>Competence &amp; Talent Management /ILV / Course no.: LEA 4 / 4th semester / ECTS: 2</u></p> <p>Bornewasser, M. (2018) (Hrsg.). Vernetztes Kompetenzmanagement: Gestaltung von Lernprozessen in organisationsübergreifenden Strukturen. Wiesbaden: Springer Verlag.</p> <p>Hehn, S. (2016). Systematisches Talent Management: Kompetenzen strategisch einsetzen. Stuttgart: Schäffer-Poeschel.</p> <p>Kauffeld, S., &amp; Frerichs, F. (2018) (Hrsg.). Kompetenzmanagement in kleinen und</p>

<p>Literature recommendation</p>	<p>mittelständischen Unternehmen: Eine Frage der Betriebskultur? Wiesbaden: Springer Verlag.                  Minocha, S., &amp; Hristov, D. (2019). Global talent management: An integrated approach. Thousand Oaks, CA: SAGE Publications.                  Nagler, S., &amp; Löffler, G. (2017). Strategisches Talentmanagement: Die besten Mitarbeiter finden, fördern und binden. Weinheim: Beltz Verlag.                  North, K., Reinhardt, K., &amp; Sieber-Suter, B. (2018). Kompetenzmanagement in der Praxis: Mitarbeiterkompetenzen systematisch identifizieren, nutzen und entwickeln. Mit vielen Praxisbeispielen. Wiesbaden: Springer Verlag.</p>
<p>Skills acquisition</p>	<p><u>Communication, Presentation &amp; Rhetoric /ILV / Course no.: LEA 1 / 1st semester / ECTS:</u></p> <p>The students</p> <ul style="list-style-type: none"> <li>• Are able to plan and structure presentation topics in a target-oriented manner using various media and present them professionally to a specialist audience.</li> <li>• Know the basic concepts of communicative processes and are able to consciously use content and relationship aspects of human communication.</li> <li>• Know the basic presentation techniques.</li> </ul> <hr/> <p><u>Agile Project Management /ILV / Course no.: LEA 2 / 2nd semester / ECTS: 2</u></p> <p>The students</p> <ul style="list-style-type: none"> <li>• Are able to define, design, plan, implement and evaluate projects of low complexity.</li> <li>• Can structure projects, plan them and use team members in a meaningful way.</li> <li>• Can manage projects responsibly with the help of suitable project planning software.</li> <li>• Are able to create a requirement specification and a final report.</li> <li>• Understand the difference between classic and agile project management.</li> <li>• Can use and apply agile methods in project management.</li> </ul> <hr/> <p><u>Conflict Management, Mediation &amp; Negotiation/ILV / Course no.: LEA 3 / 3rd semester /</u></p> <p>The students</p> <ul style="list-style-type: none"> <li>• Recognize the need for communicative competence in conflict situations.</li> <li>• Develop the ability to analyze conflicts and use them constructively.</li> <li>• Know the essential negotiation models and techniques and can apply them successfully in specific situations.</li> <li>• Know the essential cognitive and emotional influencing factors in negotiation processes.</li> <li>• Can successfully mediate in conflict situations.</li> <li>• Know the essential de-escalation and dialogue techniques within the framework of mediation procedures.</li> </ul> <hr/> <p><u>Competence &amp; Talent Management /ILV / Course no.: LEA 4 / 4th semester / ECTS: 2</u></p> <p>The students</p> <ul style="list-style-type: none"> <li>• Can recognize or identify talents in a company.</li> <li>• Can set up a talent management system.</li> <li>• Can use selected talent management tools.</li> <li>• Are familiar with the concept of the competency model and its relevance in personnel management.</li> </ul>
<p>Course contents</p>	<p><u>Communication, Presentation &amp; Rhetoric /ILV / Course no.: LEA 1 / 1st semester / ECTS:</u>  <u>3</u></p>

	<p>The students are taught the fundamentals of social skills, speaking, reading, writing and presentation skills. They impart and present contents from business, politics, culture and history as well as intercultural contexts. Discussion skills and presentation of specific economic topics are the main focus.</p> <p>After a short theoretical introduction to presentation techniques and rhetoric, case studies and exercises are used to familiarize students with oral and medial communication.</p> <p>Particular attention is paid to the preparation of content (structure and outline) and the execution of presentations (preparation, targeted use of media).</p> <p>Basic information about the basic components of communicative processes is conveyed. Message and meaning as well as content and relationship aspects of human communication should be simulated. The aim of the presentation techniques is to teach the students about the effective channels (language, voice, body, space) of presentation and to gain initial experience about their effective use in order to be able to present more functional presentations.</p> <hr/> <p><u>Agile Project Management /ILV / Course no.: LEA 2 / 2nd semester / ECTS: 2</u></p> <p>After the basic definition of the project management functions, the students are introduced to the application in practice. In particular, the tasks of the project manager as well as other roles in project teams and the most important project management tools and methods are discussed. The course contents</p>
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<p>Course contents</p>	<p>include the project concept and project types as well as performance planning, resource and cost planning, project organization, IT-supported project documentation and the concluding project manual. Particular importance is attached to the question of how agility can be combined and implemented with classical project management.</p> <p>Part A: Grundlagen des Projektmanagements</p> <ul style="list-style-type: none"> <li>• Importance of project management for companies</li> <li>• Project definition &amp; differentiation from the project order</li> <li>• Project planning &amp; organization</li> <li>• Roles &amp; responsibilities in the project</li> <li>• Project implementation and controlling</li> <li>• Project completion</li> <li>• Success factors in project management</li> <li>• Contents of the project manual</li> <li>• Introduction of time management &amp; stress factors in projects</li> <li>• Introduction and creation of a time and milestone plan with the aid of software</li> </ul> <p>Part B: Agility in project management</p> <ul style="list-style-type: none"> <li>• Building an agile mindset with values and principles</li> <li>• Scrum and Scrum roles (product owner, development team, Scrum Master)</li> <li>• Application of agile techniques (use cases, personas, burn up chart, cumulative flow diagram, earned value analysis)</li> <li>• Fundamentals of Kanban and Scrumban</li> </ul>
	<p><u>Conflict Management, Mediation &amp; Negotiation/ILV / Course no.: LEA 3 / 3rd semester /</u></p> <p>Part A: Conflict management</p> <ul style="list-style-type: none"> <li>• Communication models and conflict theories</li> <li>• Phases of conflict transformation</li> <li>• Tools for conflict resolution and prevention</li> <li>• Case-related development of conflict solutions and agreements</li> </ul> <p>Part B: Negotiation techniques</p> <ul style="list-style-type: none"> <li>• Models, strategies and techniques of negotiation</li> <li>• Behavioral aspects in bargaining/negotiation</li> <li>• Role plays and case studies on real negotiation situations</li> </ul> <p>Part C: Mediation</p> <ul style="list-style-type: none"> <li>• Conflict escalation models</li> <li>• Deescalation and dialogue techniques</li> <li>• Methods of business mediation</li> <li>• Case study of phases of the mediation process</li> </ul>
	<p><u>Competence &amp; Talent Management /ILV / Course no.: LEA 4 / 4th semester / ECTS: 2</u></p>

	<p>Part A: Fundamentals of competence &amp; talent management</p> <ul style="list-style-type: none"> <li>• Definition of competence &amp; talent management and classification in the area of human resources management</li> <li>• Identification of talents (measurement of talent, measurement of performance, measurement of competencies, measurement of potential)</li> <li>• Core elements for designing a talent management system (Attraction, Development, Retention, Placement)</li> <li>• Framework conditions for successful talent management</li> </ul> <p>Part B: Deepening in competence &amp; talent management</p> <ul style="list-style-type: none"> <li>• Introduction of a talent management system</li> <li>• Finding talents (selection procedure, employer tuning)</li> <li>• Retaining talent (career paths, team development)</li> <li>• Development and promotion of talents (coaching, mentoring, leading talents)</li> <li>• Development of a competence &amp; talent management strategy</li> </ul> <p>Part C: Instruments of competence &amp; talent management</p> <ul style="list-style-type: none"> <li>• Competence model, competence catalogue and competences (professional competence, methodological competence, social competence, personnel competence)</li> <li>• Role catalog and role profiles</li> <li>• Competence diagnosis and appraisal interview</li> <li>• Competence development plan and maturity model</li> <li>• Target agreement and performance measurement</li> <li>• Talent and team analysis</li> <li>• Analysis of professional interests and assessment of cognitive abilities</li> <li>• 360-degree feedback and coaching</li> <li>• HR analytics</li> </ul>
Teaching and learning methods	<p><u>Communication, Presentation &amp; Rhetoric /ILV / Course no.: LEA 1 / 1st semester / ECTS:</u></p> <ul style="list-style-type: none"> <li>• The course is conducted with presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal</li> </ul>

<p>Teaching and learning methods</p>	<p>lectures).</p> <ul style="list-style-type: none"> <li>• In addition, the students will solve and present problems in group work, which will be discussed in the plenum.</li> <li>• Selected exercises are used to promote and develop students' communication and rhetorical skills.</li> </ul> <hr/> <p><u>Agile Project Management /ILV / Course no.: LEA 2 / 2nd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• The course is conducted with presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures).</li> <li>• In addition, The students plan a project using software.</li> </ul> <hr/> <p><u>Conflict Management, Mediation &amp; Negotiation/ILV / Course no.: LEA 3 / 3rd semester /</u></p> <ul style="list-style-type: none"> <li>• The course is conducted with presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures).</li> <li>• In addition, the students will solve and present problems in group work, which will be discussed in the plenum.</li> <li>• Selected exercises are used to develop conflict resolution skills as well as negotiation skills.</li> </ul> <hr/> <p><u>Competence &amp; Talent Management /ILV / Course no.: LEA 4 / 4th semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• The course is conducted with presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures).</li> <li>• In addition, the students will solve and present problems in group work, which will be discussed in the plenum.</li> <li>• Selected exercises are used to develop the skills to recognize competences and talents.</li> </ul>
<p>Evaluation Methods Criteria</p>	<p><u>Communication, Presentation &amp; Rhetoric /ILV / Course no.: LEA 1 / 1st semester / ECTS:</u></p> <ul style="list-style-type: none"> <li>• Final presentations</li> </ul> <hr/> <p><u>Agile Project Management /ILV / Course no.: LEA 2 / 2nd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• Project documentation</li> </ul> <hr/> <p><u>Conflict Management, Mediation &amp; Neqotiation/ILV / Course no.: LEA 3 / 3rd semester /</u></p> <ul style="list-style-type: none"> <li>• Final presentations</li> </ul> <hr/> <p><u>Competence &amp; Talent Management /ILV / Course no.: LEA 4 / 4th semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• Final presentation</li> <li>• Final exam</li> </ul>



Module number:			Scope:
MKV	Marketing, Customer & Sales Management	7	ECTS
Degree program	University of Applied Sciences-Bachelor Degree Program-Business Management Full-time		
Position in the curriculum	1st semester		
	3rd semester		
Level	1st semester: Bachelor		
Previous knowledge	3rd semester: • Marketing (E)		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Marketing (E) /ILV / Course no.: MKV 1 / 1st semester / ECTS: 3</u> Bruhn, M. (2019). Marketing: Grundlagen für Studium und Praxis. Wiesbaden: Springer Verlag. Kotler, P., Keller, K. L., & Opresnik M. O. (2017). Marketing-Management: Konzepte - Instrumente – Unternehmensfallstudien. Hallbergmoos: Pearson. Kotler, P., Armstrong, G., Harris, L. C., & Piercy, N. (2016). Grundlagen des Marketing. Hallbergmoos: Pearson. Meffert, H., Burmann, C., Kirchgeorg, M., & Eisenbeiß, M. (2019). Marketing: Grundlagen marktorientierter Unternehmensführung, Konzepte – Instrumente - Praxisbeispiele. Wiesbaden: Springer Verlag. Winnen, L., Rühle, A., & Wrobel, A. (2019). Innovativer Einsatz digitaler Medien in Marketing. Wiesbaden: Springer Verlag.		
	<u>Sales &amp; Customer Relationship Management (E) /ILV / Course no.: MKV 2 / 3rd semester / ECTS: 2</u> Biesel, H., & Hame, H. (2018). Vertrieb und Marketing in der digitalen Welt: So schaffen Unternehmen die Business Transformation in der Praxis. Wiesbaden: Springer Verlag. Entrup, M. L., & Goetjes, D. (2019). Sales & Operations Planning in der Konsumgüterindustrie: Mit Best-Practice-Prozessen nachhaltig die Wettbewerbsfähigkeit steigern. Wiesbaden: Springer Verlag. Menthe, T., & Sieg, M. (2018). Kundennutzen – Schlüssel zum Verkaufserfolg. Wiesbaden: Springer. Pufahl, M. (2019). Sales Performance Management: Exzellenz im Vertrieb mit ganzheitlichen Steuerungskonzepten. Wiesbaden: Springer Verlag. Riedl, H., & Printing, C. (2019). Digitalisierung im Filialsystem: Prozesse und Module für Umsetzung und Führung. Wiesbaden: Springer Verlag. Scheed, B., & Scherer, P. (2019). Strategisches Vertriebsmanagement: B2B-Vertrieb im digitalen Zeitalter. Wiesbaden: Springer Verlag.		
	<u>Digital Marketing: E-Competence &amp; Social Media (E) /ILV / Course no.: MKV 3 / 3rd semester / ECTS: 2</u> Dahl, S. (2018). Social media marketing. London, UK: SAGE Publications. Hanlon, A. (). Digital marketing: Strategic planning & integration. London, UK: SAGE Publications. Heinemann, G. (2019). Der neue Online-Handel: Geschäftsmodelle, Geschäftssysteme und Benchmarks im E-Commerce. Wiesbaden: Springer Verlag. Kreuzer, R. T. (2017). Praxisorientiertes Online-Marketing: Konzepte – Instrumente - Checklisten. Wiesbaden: Springer Verlag. Lammenett, E. (2017). Praxiswissen Online-Marketing: Affiliate- und E-Mail-Marketing, Suchmaschinenmarketing, Online-Werbung, Social Media, Facebook-Werbung. Wiesbaden: Springer Verlag. Tuten, T. L., & Solomon, M. R. (2018). Social media marketing. London, UK: SAGE Publications.		
Skills acquisition	Marketing (E) /ILV / Course no.: MKV 1 / 1st semester / ECTS: 3		

	<p>The students</p> <ul style="list-style-type: none"><li>• Know the problems and solutions of marketing management.</li><li>• Have mastered the instruments of the marketing mix.</li><li>• Know the basic features of consumer behavior and question marketing approaches from an ethical point of view.</li><li>• Understand the influence of digital marketing on corporate strategy.</li></ul>
	<p><u>Sales &amp; Customer Relationship Management (E) /ILV / Course no.: MKV 2 / 3rd semester</u></p> <p>The students</p> <ul style="list-style-type: none"><li>• Are familiar with the basic concepts of sales management and customer loyalty management.</li><li>• Can classify and evaluate the structure of a sales organization.</li><li>• Are familiar with the context and the diverse requirements placed on sales employees.</li><li>• Know the background of the CRM approach and understand the challenges and advantages of a CRM system.</li></ul>

<p>Skills acquisition</p>	<ul style="list-style-type: none"> <li>• Can evaluate CRM implementation projects on the basis of success factors.</li> <li>• Know the possible applications of digitization in CRM.</li> </ul> <p><u>Digital Marketing: E-Competence &amp; Social Media (E) /ILV / Course no.: MKV 3 / 3rd</u></p> <p>The students</p> <ul style="list-style-type: none"> <li>• Know the modern methods of e-marketing and social media marketing.</li> <li>• Know the context of online marketing strategies.</li> <li>• Can apply the concept of 4P, 5P and/or 7P to e-marketing.</li> <li>• Know the necessary organizational requirements for successful e-marketing.</li> <li>• Can independently develop and evaluate e-marketing strategies.</li> </ul>
<p>Course contents</p>	<p><u>Marketing (E) /ILV / Course no.: MKV 1 / 1st semester / ECTS: 3</u></p> <p>Teaching the fundamentals of marketing under the following aspects:</p> <ul style="list-style-type: none"> <li>• Definition and application areas of marketing</li> <li>• Importance and tasks of marketing in the 21st century</li> <li>• Social responsibility and ethics in marketing</li> <li>• Strategic marketing / market segmentation</li> <li>• Analysis of buyer behavior in consumer goods markets</li> <li>• Marketing mix (4P)</li> <li>• International marketing</li> <li>• Market orientation in corporate culture and leadership</li> <li>• Future prospects of marketing</li> </ul> <p><u>Sales &amp; Customer Relationship Management (E) /ILV / Course no.: MKV 2 / 3rd semester</u></p> <p>The lecture offers an overview of the topics of sales management and customer loyalty management, especially in the SME environment and with special emphasis on the following topics:</p> <ul style="list-style-type: none"> <li>• Tools and methods of sales management</li> <li>• Structure, organization and optimization of the sales structure</li> <li>• Recruitment &amp; further development of sales employees</li> <li>• Sales policy objectives and strategies</li> <li>• Sales and negotiation process in distribution</li> <li>• Area of responsibility of customer relationship management</li> <li>• Quality and satisfaction measurement as a basis for CRM</li> <li>• Success factors for the introduction of a CRM system (also under data protection aspects)</li> </ul> <p><u>Digital Marketing: E-Competence &amp; Social Media (E) /ILV / Course no.: MKV 3 / 3rd semester / ECTS: 2</u></p> <p>The course presents modern methods of digital and e-marketing and their background. Both theoretical and practical knowledge in the field of social networks and social media marketing are imparted. The main focus of the course is on the following topics:</p> <ul style="list-style-type: none"> <li>• Background knowledge on e-commerce (customer expectations and requirements; social, legal &amp; ethical issues)</li> <li>• Online and social media marketing strategies</li> <li>• Online and social media goals</li> <li>• Tactics in digital marketing (search engine optimization [SEO], content marketing, inbound marketing, social media marketing, pay-per-click, partner marketing, native advertising, email marketing, online PR)</li> <li>• e-Marketing mix and expansion of 4P in online context</li> <li>• Organizational requirements for digital and online marketing</li> <li>• Monitoring, measurement, online reputation management &amp; public relations</li> </ul>
<p>Teaching and learning methods</p>	<p><u>Marketing (E) /ILV / Course no.: MKV 1 / 1st semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>• 33 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</li> </ul> <p><u>Sales &amp; Customer Relationship Management (E) /ILV / Course no.: MKV 2 / 3rd semester</u></p>

	<ul style="list-style-type: none"><li>• 25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</li></ul>
	<p><u>Digital Marketing: E-Competence &amp; Social Media (E) /ILV / Course no.: MKV 3 / 3rd</u></p> <ul style="list-style-type: none"><li>• 25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted</li></ul>

Teaching and learning methods	via frontal lectures) is used.
Evaluation Methods Criteria	<u>Marketing (E) /ILV / Course no.: MKV 1 / 1st semester / ECTS: 3</u> <ul style="list-style-type: none"> <li>• Final exam and</li> <li>• Quiz</li> </ul>
	<u>Sales &amp; Customer Relationship Management (E) /ILV / Course no.: MKV 2 / 3rd semester</u> <ul style="list-style-type: none"> <li>• Final exam and</li> <li>• Quiz</li> </ul>
	<u>Digital Marketing: E-Competence &amp; Social Media (E) /ILV / Course no.: MKV 3 / 3rd semester / ECTS: 2</u> <ul style="list-style-type: none"> <li>• Final exam and</li> <li>• Quiz</li> </ul>

Module number:			Scope:
<b>STM</b>	<b>Strategic Management</b>	<b>5</b>	<b>ECTS</b>
Degree program	University of Applied Sciences-Bachelor Degree Program-Business Management Full-time		
Position in the curriculum	1st semester		
	4th semester		
Level	1st semester: Bachelor / 4th semester: Bachelor		
Previous knowledge	1st semester: None 4th semester: <ul style="list-style-type: none"> <li>• Introduction to BWL</li> <li>• Strategic Management &amp; Business Ethics</li> <li>• Fundamentals of Entrepreneurship</li> <li>• Strategy Development &amp; Execution (E)</li> </ul>		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Strategic Management &amp; Business Ethics /ILV / Course no.: STM 1 / 1st semester / ECTS: 2</u> Bea, F. X., & Haas, J. (2017). Strategisches Management. Konstanz: UVK Verlag. Erner, M. (2019). Management 4.0 – Unternehmensführung im digitalen Zeitalter. Berlin-Heidelberg: Springer Verlag. Gassmann, O., & Sutter, P. (2016). Digitale Transformation im Unternehmen gestalten: Geschäftsmodelle, Erfolgsfaktoren, Handlungsanweisungen, Fallstudien. Munich: Carl Hanser Verlag. Hinterhuber, H. H. (2015). Strategische Unternehmensführung: Das Gesamtmodell für nachhaltige Wertsteuerung. Berlin: Erich Schmidt Verlag. Klasen, J. (2019). Business Transformation: Praxisorientierter Leitfaden zur erfolgreichen Neuausrichtung von Unternehmen und Geschäftsfeldern. Wiesbaden: Springer Verlag. Spinello, R. A. (2019). Business ethics: Contemporary issues and cases. Thousand Oaks, CA: SAGE. Tokarski, K. O., Schellinger, J., & Berchtold, P. (2019) (Hrsg.). Nachhaltige Unternehmensführung: Herausforderungen und Beispiele aus der Praxis. Wiesbaden: Springer Verlag. Welge, M. K., Al-Laham, A., & Eulerich, M. (2017). Strategisches Management: Grundlagen – Prozess – Implementierung. Wiesbaden: Springer.		
	<u>Business Models: Analysis &amp; Application /ILV / Course no.: STM 2 / 4th semester / ECTS: 2</u> Bock, A. J., & George, G. (2018). The business model book: Design, build and adapt business ideas that drive business growth. Harlow, UK: Pearson. Gassmann, O., Frankenberger, K., & Csik, M. (2014). The business model navigator: 55 models that will revolutionise your business. Harlow, UK: Pearson. Glauner, F. (2016). Zukunftsfähige Geschäftsmodelle und Werte: Strategieentwicklung und Unternehmensführung in disruptiven Märkten. Berlin-Heidelberg: Springer Verlag. Klasen, J. (2019). Business Transformation: Praxisorientierter Leitfaden zur erfolgreichen Neuausrichtung von Unternehmen und Geschäftsfeldern. Wiesbaden: Springer Verlag. Linz, C., Müller-Stewens, G., & Zimmermann, A. (2017). Radical business model transformation: Applying behavioural insights for improved organizational strategy. London: Kogan Page. Osterwalder, A., Pigneur, Y., Bernarda, G., Smith, A., & Papadacos, T. (2014). Value proposition design: How to create products and services customers want. John Wiley & Sons. Schallmo, D. (2018). Geschäftsmodelle erfolgreich entwickeln und implementieren: mit Aufgaben, Kontrollfragen und Templates. Wiesbaden: Gabler		
Skills acquisition	<u>Strategic Management &amp; Business Ethics /ILV / Course no.: STM 1 / 1st semester / ECTS: 2</u>		

	<p>The students</p> <ul style="list-style-type: none"><li>• Understand the main factors influencing changing market and environmental conditions in highly interconnected and interacting markets.</li><li>• Can make basic strategic business considerations that are value-based and committed to a stakeholder approach.</li><li>• Are able to analyze current market, environmental and environmental conditions in small and medium-sized enterprises.</li><li>• Are familiar with the fundamental principles of corporate and economic ethics and are able to contribute to discussions, particularly in the area of corporate governance.</li><li>• Understand the influence of industry 4.0 and digitization on the strategic orientation of companies.</li><li>• Know the process of introducing a corporate strategy using selected business management instruments.</li></ul>
	<p><u>Business Models: Analysis &amp; Application /ILV / Course no.: STM 2 / 4th semester / ECTS:</u></p> <p>The students</p> <ul style="list-style-type: none"><li>• Understand and apply the methods of business model innovation (metamodel, process model, techniques and results).</li><li>• Are able to analyze a (digital) business model and develop/implement their own business models.</li><li>• Are able to reflect on the results independently.</li></ul>

<p>Course contents</p>	<p><u>Strategic Management &amp; Business Ethics /ILV / Course no.: STM 1 / 1st semester / ECTS: 2</u></p> <p>Part A: Elements of strategic management</p> <ul style="list-style-type: none"> <li>• The strategy process</li> <li>• Mission and vision</li> <li>• Instruments of strategic planning (environmental analysis, environment analysis external &amp; internal, SWOT analysis, scenario technique, dolphin method, experience curve, benchmarking)</li> <li>• Strategy models (portfolio technology, Porter value chain, Ansoff matrix, 7S concept, St. Gallen management model, digitalization in strategy development)</li> </ul> <p>Part B: Corporate governance &amp; business ethics</p> <ul style="list-style-type: none"> <li>• Corporate Governance Code in Austria &amp; Germany</li> <li>• Strategic sustainability and CSR management</li> <li>• Value-oriented leadership (ethical leadership)</li> <li>• Business ethics in the context of digitization</li> <li>• Selected aspects of corporate ethics (human rights, labor standards, environment, prevention of corruption)</li> </ul> <p><u>Business Models: Analysis &amp; Application /ILV / Course no.: STM 2 / 4th semester / ECTS: 3</u></p> <p>Part A: Fundamentals of modeling business models:</p> <ul style="list-style-type: none"> <li>• Characteristics</li> <li>• Elements and levels of business models</li> <li>• Work with current business model concepts: Business model canvas</li> <li>• Value proposition design</li> <li>• Business model navigator, business model kit, lean startup, design thinking, Sprint, otherness, etc.</li> </ul> <p>Part B: Analysis and development of business models:</p> <ul style="list-style-type: none"> <li>• Development and evaluation of business ideas (trend research, future industries, etc.)</li> <li>• Procedure for business model innovation</li> <li>• Special features in the development of business models: e.g. digital business modelling, high-tech start-ups, web-based business models, service and service-based business models;</li> </ul> <p>Part C: Examples of innovative business models</p> <p>Examples from the business-to-consumer area; Examples from the business-to-business area. Examples of small and medium-sized enterprises</p>
<p>Teaching and learning methods</p>	<p><u>Strategic Management &amp; Business Ethics /ILV / Course no.: STM 1 / 1st semester</u></p> <ul style="list-style-type: none"> <li>• 25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</li> </ul> <p><u>Business Models: Analysis &amp; Application /ILV / Course no.: STM 2 / 4th semester / ECTS:</u></p> <ul style="list-style-type: none"> <li>• 20 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</li> </ul>
<p>Evaluation Methods Criteria</p>	<p><u>Strategic Management &amp; Business Ethics /ILV / Course no.: STM 1 / 1st semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• Final exam and</li> <li>• Quiz</li> </ul> <p><u>Business Models: Analysis &amp; Application /ILV / Course no.: STM 2 / 4th semester / ECTS:</u></p>



	<ul style="list-style-type: none"><li>• Final presentation and</li><li>• Term paper</li></ul>
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Module number:			Scope:
SMK	Strategic marketing	5	ECTS
Degree program	University of Applied Sciences-Bachelor Degree Program-Business Management Full-time		
Position in the curriculum	2nd semester		
	3rd semester		
Level	2nd semester: Bachelor		
Previous knowledge	2nd semester: • Marketing (E) • Methods of Empirical Social Research 3rd Semester: • Marketing (E)		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Market Research (E) /ILV / Course no.: SMK 1 / 2nd semester / ECTS: 2</u> Harrison, M., Cupman, J., Truman, O., & Hague, P. N. (2016). Market research in practice: An introduction to gaining greater market insight. London: Kogan Page. Keller, B., Klein, H.-W., & Wirth, T. (2018). Qualität und Data Science in der Marktforschung: Prozesse, Daten und Modelle der Zukunft. Wiesbaden: Springer Verlag. Kuß, A., Wildner, R., & Kreis, H. (2018). Marktforschung: Datenerhebung und Datenanalyse. Wiesbaden: Springer Verlag. Mcquarrie, E. F. (2016). The market research toolbox: A concise guide for beginners. Thousand Oaks, CA: SAGE. Steffen, A., & Doppler, S. (2019). Einführung in die Qualitative Marktforschung: Design – Datengewinnung – Datenauswertung. Wiesbaden: Springer Verlag.		
	<u>Brand Management (E) /ILV / Course no.: SMK 2 / 2nd semester / ECTS: 1</u> Beverland, M. (2018). Brand management: Co-creating meaningful brands. Thousand Oaks, CA: SAGE Publications. Cloosterman, M., & Hoekstra, L. (2019). Vermögenswert Marke: Mit Brand Management messbar zum Unternehmenserfolg beitragen. Wiesbaden: Springer Verlag. Esch, F.-R. (2017). Strategie und Technik der Markenführung. Munich: Vahlen Verlag. Keller, K. L. (2013). Strategic brand management: Building, measuring, and managing brand equity. Essex, UK: Pearson. Kugler, S., von Janda-Eble, H. (2017). Markenmanagement mit System: Wie Sie ihre Marke strukturiert aufbauen und führen. Wiesbaden: Springer Verlag. Misof, G., & Schwarz, M. (2017). Innovatives Brand Management: Wie Sie Marken in digitalen Zeiten organisieren, führen und optimieren. Wiesbaden: Springer.		
	<u>Capital Goods &amp; Services Marketing /ILV / Course no.: SMK 3 / 3rd semester / ECTS: 2</u> Bruhn, M., Meffert, H., & Hadwich, K. (2019). Handbuch Dienstleistungsmarketing: Planung – Umsetzung - Kontrolle. Wiesbaden: Springer Verlag. King, K. A. (2015). Complete guide to B2B marketing: New tactics, tools and techniques to compete in the digital economy. Harlow, UK: Pearson. Klein, M. (2012). Erfolgreiches Investitionsgütermarketing: Umsatzplus nach dem MASCOTE-Prinzip. Wiesbaden: Springer. Meffert, H., Bruhn, M., & Hadwich, K. (2018). Dienstleistungsmarketing: Grundlagen – Konzepte – Methoden. Wiesbaden: Springer Verlag. Richter, H. P. (2013). Investitionsgütermarketing: Business-to-Business-Marketing von Industrieunternehmen. Munich: Carl Hanser Verlag. Wirtz, J., Lovelock, C. H., & Chew, P. (2018). Essentials of services marketing. Harlow, UK: Pearson.		
Skills acquisition	<u>Market Research (E) /ILV / Course no.: SMK 1 / 2nd semester / ECTS: 2</u> The students <ul style="list-style-type: none"> <li>• Know different qualitative and quantitative methods of market research.</li> <li>• Can develop market research concepts and apply the necessary instruments.</li> <li>• Know qualitative and quantitative analysis methods.</li> <li>• Can prepare a final report on a market research project.</li> </ul>		
	<u>Brand Management (E) /ILV / Course no.: SMK 2 / 2nd semester / ECTS: 1</u>		

	<p>The students</p> <ul style="list-style-type: none"><li>• Are familiar with the basic strategies and instruments of brand building and brand management.</li><li>• Know the psychological and emotional backgrounds of brands.</li><li>• Know the approaches to the monetary measurement of brand value.</li><li>• Are able to independently develop brand building strategies and evaluate brand management concepts.</li></ul> <hr/> <p><u>Capital Goods &amp; Services Marketing /ILV / Course no.: SMK 3 / 3rd semester / ECTS: 2</u></p> <p>The students</p>
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<p>Skills acquisition</p>	<ul style="list-style-type: none"> <li>• Know the differences between the different types of products and industries.</li> <li>• Are able to assess and develop a technical marketing and sales concept.</li> <li>• Know the instruments for marketing capital goods and services.</li> </ul>
<p>Course contents</p>	<p><u>Market Research (E) /ILV / Course no.: SMK 1 / 2nd semester / ECTS: 2</u></p> <p>Part A: Fundamentals of market research</p> <ul style="list-style-type: none"> <li>• Definition and goals of market research and differentiation from opinion research</li> <li>• Phases of market research</li> <li>• Methods of market research (secondary market research, primary market research)</li> <li>• Process steps within a market research project</li> </ul> <p>Part B: Methods &amp; procedures of market research</p> <ul style="list-style-type: none"> <li>• Market research methods (structural analyses, measurement of use and distribution, demand and consumption analyses, image analyses, measurement of attitudes, intentions and behavioral parameters)</li> <li>• Analysis methods (univariate methods [frequency counts, frequency distribution], bivariate methods [cross tables, correlation, simple regression analysis])</li> <li>• Market research methods (survey and analysis of demographics, social structures, purchasing power, education, family structures; surveys; image analyses; focus groups; biometric test and measurement methods; experimental product tests; behavioral observations and analyses)</li> </ul> <hr/> <p><u>Brand Management (E) /ILV / Course no.: SMK 2 / 2nd semester / ECTS: 1</u></p> <p>Part A: Fundamentals of brand management</p> <ul style="list-style-type: none"> <li>• Definition of the term brand</li> <li>• The concept of brand equity (brand value, reputation vs. brand equity)</li> <li>• Measurement of brand value (measurement of brand equity, brand awareness, brand association, qualitative and quantitative approaches, brand tracking, brand authenticity)</li> </ul> <p>Part B: Brand management &amp; development</p> <ul style="list-style-type: none"> <li>• The 8 stages of brand development</li> <li>• Brand positioning</li> <li>• Brand name, logo and brand elements</li> <li>• Brand experience and brand strategies</li> <li>• The 5 steps of brand stretching</li> <li>• Co-branding</li> <li>• The 3 perspectives of brand innovation</li> </ul> <hr/> <p><u>Capital Goods &amp; Services Marketing /ILV / Course no.: SMK 3 / 3rd semester / ECTS: 2</u></p> <p>Transfer of basic marketing knowledge to the field of capital goods and services. This lecture is divided into 2 subtopics:</p> <p>Part A: Capital goods marketing</p> <ul style="list-style-type: none"> <li>• Fundamentals of B2B marketing</li> <li>• Purchasing behavior on business markets / organizational procurement behavior</li> <li>• B2B marketing instruments</li> <li>• Information gathering &amp; uncertainty as behavior-determining characteristics</li> <li>• Analysis of the buying center</li> </ul> <p>Part B: Services marketing</p> <ul style="list-style-type: none"> <li>• Special features of service marketing</li> <li>• Concepts of service marketing</li> <li>• Information bases of service marketing</li> <li>• Operational service marketing &amp; instruments</li> </ul>
<p>Teaching and learning methods</p>	<p><u>Market Research (E) /ILV / Course no.: SMK 1 / 2nd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• 25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</li> </ul>

	<p><u>Brand Management (E) /ILV / Course no.: SMK 2 / 2nd semester / ECTS: 1</u></p> <ul style="list-style-type: none"> <li>• 50 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</li> </ul>
	<p><u>Capital Goods &amp; Services Marketing /ILV / Course no.: SMK 3 / 3rd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• 25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted</li> </ul>

Teaching and learning methods	via frontal lectures) is used.
Evaluation Methods Criteria	<u>Market Research (E) /ILV / Course no.: SMK 1 / 2nd semester / ECTS: 2</u> <ul style="list-style-type: none"> <li>• Seminar paper and</li> <li>• Quiz</li> </ul>
	<u>Brand Management (E) /ILV / Course no.: SMK 2 / 2nd semester / ECTS: 1</u> <ul style="list-style-type: none"> <li>• Final exam and</li> <li>• Quiz</li> </ul>
	<u>Capital Goods &amp; Services Marketing /ILV / Course no.: SMK 3 / 3rd semester / ECTS: 2</u> <ul style="list-style-type: none"> <li>• Final exam and</li> <li>• Quiz</li> </ul>

Module number:			Scope:
RLC	Accounting & Controlling	10	ECTS
Degree program	University of Applied Sciences-Bachelor Degree Program-Business Management Full-time		
Position in the curriculum	2nd semester		
	4th semester		
Level	2nd semester: Bachelor / 4th semester: Bachelor		
Previous knowledge	2nd semester: • Introduction to Accounting • Introduction to BWL 4th semester: • Introduction to Accounting • Introduction to BWL • Annual Statement & Analysis • Cost Accounting & Calculation		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Annual Statement &amp; Analysis /ILV / Course no.: RLC 1 / 2nd semester / ECTS: 3</u> Coenberg, A. G., Haller, A., & Schultze, W. (2018). Jahresabschluss und Jahresabschlussanalyse: Betriebswirtschaftliche, handelsrechtliche, steuerrechtliche und internationale Grundlagen – HGB, IAS/IFRS, US-GAAP, DRS. Stuttgart: Schäffer-Poeschel. Graumann, M. (2017). Praktische Jahresabschlussanalyse: Durchgängiges Fallbeispiel – Kennzahlengestützte Analyse – Von der Theorie zur Anwendung. Herne: NWB-Verlag. Klepzig, H.-J. (2014). Working Capital und Cash Flow: Finanzströme durch Prozessmanagement optimieren. Wiesbaden: Springer Verlag. Krüger, G. H. (2014). Jahresabschlussanalyse in KMU: Praxis-Leitfaden für Unternehmern und Berater. Herne: NWB-Verlag. Wengel, T. (2019). Bilanzanalyse: Kompaktes Lern- und Arbeitsbuch mit Online-Training. Herne: NWB-Verlag.		
	<u>Cost Accounting &amp; Calculation /ILV / Course no.: RLC 2 / 2nd semester / ECTS: 2</u> Friedl, G., Hofmann, C., & Pedell, B. (2017). Kostenrechnung: Eine entscheidungsorientierte Einführung. Munich: Vahlen Verlag. Horsch, J. (2018). Kostenrechnung: Klassische und neue Methoden in der Unternehmenspraxis. Wiesbaden: Springer Verlag. Józiasz, W., & Baltzer, B. (2019). Kosten- und Leistungsrechnung: Lehrbuch mit Aufgaben und Lösungen. Stuttgart: Schäffer-Poeschel. Joos, T. (2014). Controlling, Kostenrechnung und Kostenmanagement. Wiesbaden: Springer Verlag. Schmidt, A. (2017). Kostenrechnung: Grundlagen der Vollkosten-, Deckungsbeitrags- und Plankostenrechnung sowie des Kostenmanagements. Stuttgart: Kohlhammer Verlag. Stiefl, J., & Peters, H. (2017). Kostenrechnung: Unter besonderer Berücksichtigung von kleinen und mittelständischen Betrieben. Stuttgart: Kohlhammer Verlag.		
	<u>Controlling /ILV / Course no.: RLC 3 / 4th semester / ECTS: 3</u> Behringer, S. (2018). Controlling. Wiesbaden: Springer Verlag. Eisl, C., Hofer, P., and Losbichler, H. (2015). Grundlagen der finanziellen Unternehmensführung, Volume 4: Controlling. Vienna: Linde Britzelmaier, B. (2017). Controlling: Grundlagen, Praxis, Handlungsfelder. Hallbergmoos: Pearson. Gladen, W. (2014). Performance Measurement: Controlling mit Kennzahlen. Wiesbaden: Springer. Horváth, P., Gleich, R., & Seiter, M. (2019). Controlling. Munich: Vahlen. Hubert, B. (2019). Grundlagen des operativen und strategischen Controllings: Konzeptionen, Instrumente und ihre Anwendung. Wiesbaden: Springer Verlag.		
	<u>Integrated Financial Planning &amp; Business Plan Creation /ILV / Course no.: RLC 4 / 4th</u>		

	<p>Fairhurst, D. S. (2012). Using Excel for business analysis: A guide to financial modelling fundamentals. New York, NY: Wiley.</p> <p>Morris, J. R., &amp; Daley, J. P. (2017). Introduction to financial models for management and planning. Boca Raton, FL: CRC Press.</p> <p>Nagl, A. (2018). Der Businessplan: Geschäftsmodelle professionell erstellt – Mit Checklisten und Fallbeispielen. Wiesbaden: Springer Verlag.</p> <p>Schneider, W., &amp; Schneider, D. (2019). Einführung in die Systeme des Rechnungswesens: Finanzplanung, Doppelte Buchhaltung, Kostenrechnung – Aufbau und Fehlerquellen. Vienna: Facultas Verlag.</p> <p>Stahl, H.-W. (2018). Finanz- und Liquiditätsplanung. Freiburg: Haufe-Lexware.</p>
<p>Skills acquisition</p>	<p><u>Annual Statement &amp; Analysis /ILV / Course no.: RLC 1 / 2nd semester / ECTS: 3</u></p> <p>The students</p> <ul style="list-style-type: none"> <li>• Are familiar with the statutory components of annual financial statements under Austrian and German commercial law.</li> <li>• Know and understand the principles of proper accounting.</li> <li>• Know and understand the basis and amount of an accounting system and can apply selected accounting requirements, prohibitions and options.</li> <li>• Can apply selected balance sheet classification and reporting requirements.</li> </ul>



Skills acquisition	<ul style="list-style-type: none"> <li>• Can apply the principles of accounting and valuation of fixed assets, inventories, receivables, equity, provisions, liabilities and deferred income.</li> <li>• Know the types of income statement.</li> <li>• Know the elements of the extended financial statements (notes and management report) and the basis of disclosure and auditing of financial statements.</li> <li>• Know the main features and selected peculiarities of international accounting according to IFRS.</li> <li>• Understand the fundamentals of financial statement analysis and can determine and interpret selected key figures.</li> </ul>
	<p><u>Cost Accounting &amp; Calculation /ILV / Course no.: RLC 2 / 2nd semester / ECTS: 2</u></p> <p>The students</p> <ul style="list-style-type: none"> <li>• Are familiar with the tasks and solutions of cost and revenue accounting with its subsystems (cost element, cost center and cost unit accounting).</li> <li>• Are familiar with key business targets and the associated calculation parameters.</li> <li>• Are able to understand, differentiate and transfer the terms payments - disbursements, income - expenses, income - expenses, services - costs (BÜB).</li> <li>• Know the four main principles of cost allocation and can explain them.</li> <li>• Can describe the organizational structure of a cost accounting system and explain its main features.</li> <li>• Are familiar with the differentiation and calculation of the most important cost elements (material cost elements, types and composition of personnel costs, imputed cost elements, and so on).</li> <li>• Can discuss and present the tasks and components of cost center accounting.</li> <li>• Can create and interpret (simple) operational accounting.</li> <li>• Know the tasks and types of cost unit accounting and understand the significance of activity-based costing.</li> <li>• Can apply the different types of costing (overhead and allocation rate costing).</li> <li>• Can calculate simple projects and personnel hourly rates.</li> <li>• Can distinguish full costing from partial costing.</li> <li>• Understand the principle of contribution margin accounting and can use single-level and multi-level contribution margin accounting.</li> </ul>
	<p><u>Controlling /ILV / Course no.: RLC 3 / 4th semester / ECTS: 3</u></p> <p>The students</p> <ul style="list-style-type: none"> <li>• Understand controlling as a management concept and can explain the management process and the tasks of managers and controllers.</li> <li>• Can explain the key business objectives and the area of conflict between financial and non-financial objectives.</li> <li>• Know the requirements for goal setting and can formulate goals independently.</li> <li>• Are able to explain the main features of strategic and operational controlling and distinguish between them.</li> <li>• Can explain and apply the meaningfulness and interrelationships of the individual components of integrated budgeting.</li> <li>• Understand the budgeting process and can create simple budgets themselves.</li> <li>• Know and apply simple operational controlling instruments.</li> <li>• Know the fundamentals of corporate management with key figures and key figure systems.</li> <li>• Can calculate and interpret selected key figures.</li> <li>• Are able to explain and apply the balanced scorecard.</li> <li>• Understand the principle of management reporting and can interpret reports.</li> <li>• Can transfer the main areas and instruments of controlling to the challenges of smaller and/or young companies.</li> </ul>
<p><u>Integrated Financial Planning &amp; Business Plan Creation /ILV / Course no.: RLC 4 / 4th semester / ECTS: 2</u></p>	

	<p>The students:</p> <ul style="list-style-type: none"> <li>• Can create integrated planning using software for a company.</li> <li>• Can create a financial and liquidity plan for a company using software.</li> <li>• Can calculate selected key figures for a company using software.</li> <li>• Can prepare investment plans using software and commercially accepted methods (e.g. net present value method, internal rate of return method).</li> </ul>
<p>Course contents</p>	<p><u>Annual Statement &amp; Analysis /ILV / Course no.: RLC 1 / 2nd semester / ECTS: 3</u></p> <p>Part A: Creation of profit and loss statement</p> <ul style="list-style-type: none"> <li>• Legal basis and structure of the annual financial statements under commercial law</li> </ul>

Course contents	<ul style="list-style-type: none"> <li>• Generally Accepted Accounting Principles</li> <li>• Accounting for assets (ability to be capitalized, ability to be carried as a liability, accounting curve, accounting options)</li> <li>• Valuation of assets (acquisition and production costs, partial value, depreciation, accruals and deferrals, consumption sequence procedures)</li> <li>• Multi-tax less invoices and differentiation between commercial and tax provisions</li> </ul> <p>Part B: Fundamentals of annual financial statement analysis</p> <ul style="list-style-type: none"> <li>• Preparation of balance sheet analysis figures (fixed assets, current assets, gross profit, long-term and short-term liabilities, etc.)</li> <li>• Preparation of a movement balance</li> <li>• Key figures of the earnings situation, key profitability figures, employee ratios, cost &amp; earnings ratios</li> <li>• Key figures for liquidity, financing and investment (investment rate &amp; internal financing ratio, investment coverage &amp; intensity, asset structure, capital structure)</li> <li>• Key figure comparisons (period comparison, plant comparison, target/actual comparison)</li> <li>• Calculation of selected examples with software application</li> </ul>
	<p><u>Cost Accounting &amp; Calculation /ILV / Course no.: RLC 2 / 2nd semester / ECTS: 2</u></p> <p>Part A: Fundamentals of cost and revenue accounting</p> <ul style="list-style-type: none"> <li>• Tasks, components, sub-areas and systematization of accounting (ReWe)</li> <li>• Contribution of (internal) ReWe to business management</li> <li>• Basic Terms of cost and revenue accounting</li> <li>• Cost accounting systems</li> </ul> <p>Part B: Cost type accounting</p> <ul style="list-style-type: none"> <li>• Tasks and principles, systematization criteria for cost elements</li> <li>• Recording of the most important cost types: Material, personnel, taxes, etc.</li> <li>• Importance of imputed costs, conversion of expenses into costs with the works transfer form (BÜB)</li> </ul> <p>Part C: Cost center accounting</p> <ul style="list-style-type: none"> <li>• Tasks and principles</li> <li>• Systematization criteria for cost centers (main and secondary cost centers)</li> <li>• Operating accounting sheet (BAB)</li> <li>• Distribution of overhead costs to cost centers</li> <li>• Internal activity allocation</li> <li>• Calculation of cost of goods manufactured and cost of goods sold</li> <li>• Determination of overhead rates</li> </ul> <p>Part D: Cost object accounting and costing:</p> <ul style="list-style-type: none"> <li>• Tasks and contents</li> <li>• Calculation times and methods</li> </ul> <p>Part E: Contribution margin accounting:</p> <ul style="list-style-type: none"> <li>• Full cost versus direct cost accounting</li> <li>• Fundamentals of contribution margin accounting</li> <li>• Single-level and multi-level contribution margin accounting</li> <li>• Important forms of direct costing</li> <li>• Determination of the break even point and the safety margin</li> </ul>
	<p><u>Controlling /ILV / Course no.: RLC 3 / 4th semester / ECTS: 3</u></p>

	<p>Part A: Management concept controlling</p> <ul style="list-style-type: none"><li>• Companies and their goals</li><li>• Controlling as the basis for successful business management</li><li>• Strategic and operational controlling</li><li>• Integrated budgeting system</li></ul> <p>Part B: Efficient corporate planning and budgeting</p> <ul style="list-style-type: none"><li>• Corporate planning as a core element of controlling</li><li>• Strategic planning</li><li>• Operational annual planning &amp; budgeting</li><li>• Medium-term planning as a link between strategy and budget</li><li>• Modern planning concepts</li></ul> <p>Part C: Performance measurement and management reporting</p> <ul style="list-style-type: none"><li>• Corporate control with key figures and key figure systems</li><li>• The concept of the balanced scorecard</li><li>• Operational budget control and forecasting</li><li>• Management reporting</li></ul>
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<p>Course contents</p>	<ul style="list-style-type: none"> <li>• Measures to improve financial performance</li> </ul> <p>Part D: Controlling for start-ups, small businesses and SMEs (cross-sectional topic)</p> <ul style="list-style-type: none"> <li>• Challenges and concepts for start-up controlling</li> <li>• Controlling approaches for small and medium-sized companies</li> </ul> <hr/> <p><u>Integrated Financial Planning &amp; Business Plan Creation /ILV / Course no.: RLC 4 / 4th semester / ECTS: 2</u></p> <p>Part A: Fundamentals of spreadsheets</p> <ul style="list-style-type: none"> <li>• Workbooks and spreadsheets</li> <li>• Cells and cell areas</li> <li>• Variables and data types</li> <li>• Basic commands (sums, statistical functions, if-then-function, S- and W-reference etc.)</li> <li>• Basic applications (creation of tables and diagrams, import and export of data, pivot tables, etc.)</li> </ul> <p>Part B: Preparation of an integrated financial plan</p> <ul style="list-style-type: none"> <li>• Preparation of sales planning, cost planning and personnel planning</li> <li>• Preparation of an investment plan</li> <li>• Determination of financing requirements</li> <li>• Preparation of a profit and loss account and a balance sheet</li> <li>• Preparation of a cash flow statement</li> <li>• Consolidation into an integrated financial planning system</li> <li>• Creation of a Management Information System (MIS)</li> <li>• Performance of sensitivity analyses</li> </ul>
<p>Teaching and learning methods</p>	<p><u>Annual Statement &amp; Analysis /ILV / Course no.: RLC 1 / 2nd semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>• 33 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</li> </ul> <hr/> <p><u>Cost Accounting &amp; Calculation /ILV / Course no.: RLC 2 / 2nd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• 25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</li> </ul> <hr/> <p><u>Controlling /ILV / Course no.: RLC 3 / 4th semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>• 33 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</li> </ul> <hr/> <p><u>Integrated Financial Planning &amp; Business Plan Creation /ILV / Course no.: RLC 4 / 4th semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• The course is conducted with presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures).</li> <li>• Students practice case studies using spreadsheet software.</li> <li>• Development of comprehensive integrated financial planning for the financial part of a business plan in a spreadsheet program.</li> </ul>
<p>Evaluation Methods Criteria</p>	<p><u>Annual Statement &amp; Analysis /ILV / Course no.: RLC 1 / 2nd semester / ECTS: 3</u></p>

	<ul style="list-style-type: none"> <li>• Final exam and</li> <li>• Quiz</li> </ul>
	<p><u>Cost Accounting &amp; Calculation /ILV / Course no.: RLC 2 / 2nd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• Final exam and</li> <li>• Quiz</li> </ul>
	<p><u>Controlling /ILV / Course no.: RLC 3 / 4th semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>• Final exam and</li> <li>• Quiz</li> </ul>
	<p><u>Integrated Financial Planning &amp; Business Plan Creation /ILV / Course no.: RLC 4 / 4th semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• Seminar paper</li> </ul>

Module number:			Scope:
WSM	Value Creation Management	6	ECTS
Degree program	University of Applied Sciences-Bachelor Degree Program-Business Management Full-time		
Position in the curriculum	2nd semester		
	3rd semester		
Level	2nd semester: Bachelor		
Previous knowledge	2nd semester: <ul style="list-style-type: none"> <li>• Introduction to BWL</li> <li>• Marketing (E)</li> <li>• Fundamentals of Entrepreneurship</li> </ul> 3rd semester: <ul style="list-style-type: none"> <li>• Introduction to BWL</li> <li>• Introduction to accounting</li> <li>• Annual accounts &amp; analysis</li> </ul> 3rd semester: <ul style="list-style-type: none"> <li>• Introduction to BWL</li> <li>• Introduction to Entrepreneurship</li> <li>• Strategy Development &amp; Execution (E)</li> </ul>		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Product &amp; Innovation Management /ILV / Course no.: WSM 1 / 2nd semester / ECTS: 2</u> Aumayr, K. (2019). Erfolgreiches Produktmanagement: Tool-Box für das professionelle Produktmanagement und Produktmarketing. Wiesbaden: Springer Verlag. Granig, P., Hartlieb, E., & Heiden, B. (2018) (Hrsg.). Mit Innovationsmanagement zu Industrie 4.0: Grundlagen, Strategien, Erfolgsfaktoren und Praxisbeispiele. Wiesbaden: Springer Verlag. Kaschny, M., Nolden, M., & Schreuder, S. (2015). Innovationsmanagement im Mittelstand: Strategien, Implementierung, Praxisbeispiele. Wiesbaden: Springer Verlag. Mayle, D. (2006). Managing innovation and change. Thousand Oaks, CA: SAGE Publications. Schori, K., & Roch, A. (2012). Innovationsmanagement für KMU. Berne: Haupt Verlag. Vahs, D. (2015). Innovationsmanagement – Von der Idee zur erfolgreichen Vermarktung. Stuttgart: Schäffer-Poeschl.		
	<u>Information Systems &amp; Business Process Modeling /ILV / Course no.: WSM 2 / 3rd semester / ECTS: 2</u> Alpar, P., Alt, R., Bensberg, F., & Weimann, P. (2019). Anwendungsorientierte Wirtschaftsinformatik: Strategische Planung, Entwicklung und Nutzung von Informationssystemen. Wiesbaden: Springer Verlag. Frank, U., & Strecker, S. (2019). Modellierung betrieblicher Informationssysteme: Einführung, theoretische Grundlagen und praktische Anwendungen. Munich: Walter de Gruyter. Gadatsch, A. (2010). Grundkurse Geschäftsprozess-Management: Methoden und Werkzeuge für die IT-Praxis: Eine Einführung für Studenten und Praktiker. Wiesbaden: Vieweg+Teubner. Gluchowski, P., & Chamoni, P. (2016). Analytical information systems: Business Intelligence-Technologien und -Anwendungen. Berlin-Heidelberg: Springer Verlag. Kempfer, H. (2017). Betriebliche Informationssysteme: Datenmanagement und Datenanalyse. Stuttgart: Kohlhammer Verlag. Kiem, R. (2016). Quality 4.0: QM, MES und CAQ in digitalen Geschäftsprozessen der Industrie 4.0. Munich: Carl Hanser Verlag. Kollmann, T. (2016). E-Business: Grundlagen elektronischer Geschäftsprozesse in der Digitalen Wirtschaft. Wiesbaden: Springer Verlag.		
	<u>Supply Chain Management (E) /ILV / Course no.: WSM 3 / 3rd semester / ECTS: 2</u>		

	<p>Arndt, H. (2017). Supply Chain Management: Optimierung logistischer Prozesse. Wiesbaden: Springer Verlag.</p> <p>Kurbel, K. (2016). Enterprise Resource Planning und Supply Chain Management in der Industrie: Von MRP bis Industrie 4.0. Berlin: Walter de Gruyter.</p> <p>Voß, P. H. (2015) (Hrsg.). Logistik – eine Industrie die (sich) bewegt: Strategien und Lösungen entlang der Supply Chain 4.0. Wiesbaden: Springer Verlag.</p> <p>van Weele, A. J., &amp; Eßig, M. (2017). Strategische Beschaffung: Grundlagen, Planung und Umsetzung eines integrierten Supply Management. Wiesbaden: Springer Verlag.</p> <p>Werner, H. (2017). Supply Chain Management: Grundlagen, Strategien, Instrumente und Controlling. Wiesbaden: Springer Verlag.</p>
<p>Skills acquisition</p>	<p><u>Product &amp; Innovation Management /ILV / Course no.: WSM 1 / 2nd semester / ECTS: 2</u></p> <p>The students</p> <ul style="list-style-type: none"> <li>• Know the basic strategies and instruments of product and innovation management.</li> <li>• Know concepts and methods for market-oriented product development.</li> <li>• Can assess the organizational anchoring of product and innovation management.</li> <li>• Know the organizationally necessary backgrounds for the emergence of innovations.</li> <li>• Can apply product lifecycle management methods.</li> <li>• Understand the influence of industry 4.0 and digitization on the product &amp; innovation management process of companies.</li> </ul>



	<p><u>Information Systems &amp; Business Process Modeling /ILV / Course no.: WSM 2 / 3rd semester / ECTS: 2</u></p> <p>The students</p> <ul style="list-style-type: none"> <li>• Are familiar with essential enterprise resource planning systems.</li> <li>• Know the fundamentals of integrated standard business software.</li> <li>• Are able to assess the selection, implementation and adaptation of ERP systems.</li> <li>• Can assess and evaluate the use of alternative variants in the operational use of business reality.</li> <li>• Are able to recognize and understand the relevance of industry 4.0 and digitization to information systems and business processes.</li> </ul> <hr/> <p><u>Supply Chain Management (E) /ILV / Course no.: WSM 3 / 3rd semester / ECTS: 2</u></p> <p>The students</p> <ul style="list-style-type: none"> <li>• Know the basic procedures and methods of the resource management process in the areas of procurement, production and logistics.</li> <li>• Know how to structure and optimize the supply chain.</li> <li>• Know the individual processes in procurement, production, storage and logistics.</li> <li>• Understand the importance of supply chain management for business success.</li> <li>• Can calculate and interpret relevant key figures from supply chain management and evaluate their results.</li> <li>• Understand the impact and opportunities of industry 4.0 and digitization on supply chain management.</li> </ul>
<p>Course contents</p>	<p><u>Product &amp; Innovation Management /ILV / Course no.: WSM 1 / 2nd semester / ECTS: 2</u></p> <p>Part A.) Fundamentals</p> <ul style="list-style-type: none"> <li>• Concept and definition of product &amp; innovation management</li> <li>• Goals of product &amp; innovation management</li> <li>• Tasks of product &amp; innovation managers</li> </ul> <p>Part B.) Product &amp; innovation strategies and innovation culture</p> <ul style="list-style-type: none"> <li>• Corporate product &amp; innovation strategy</li> <li>• Innovation culture, innovation teams &amp; innovation controlling</li> <li>• Product life cycle &amp; portfolio technology</li> <li>• Industry 4.0 and digitization in product &amp; innovation management</li> </ul> <p>Part C.) Innovation processes</p> <ul style="list-style-type: none"> <li>• Research &amp; technology development</li> <li>• Pre-development, product development &amp; service development</li> <li>• Open innovation</li> <li>• Lead User Method</li> <li>• Innovation networks</li> <li>• Disruptions in the innovation process</li> </ul> <p>Part D.) Idea management &amp; creativity techniques</p> <ul style="list-style-type: none"> <li>• Idea collection and evaluation</li> <li>• Creativity and thought models (TRIZ, Mind-Mapping, 6-Hats Method, Walt-Disney Method, Morphological Box, Bionics, Osborn Checklist, Design Thinking)</li> </ul> <hr/> <p><u>Information Systems &amp; Business Process Modeling /ILV / Course no.: WSM 2 / 3rd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• Operational requirements in information management of operational and planning tasks</li> <li>• Overview of the structure and scope of functions of typical ERP systems (company codes, business areas, processes)</li> <li>• Procedure for customizing a business information system</li> <li>• Tool support</li> <li>• Practical training on an ERP system.</li> </ul> <hr/> <p><u>Supply Chain Management (E) /ILV / Course no.: WSM 3 / 3rd semester / ECTS: 2</u></p>

Part A.) Fundamentals:

- Definition and historical development of supply chain management
- Differentiation of supply chain management from related concepts (e.g. value chain, logistics chain, customer relationship management, etc.)
- Structuring, tasks and goals of supply chain management
- Motives for the emergence of supply chains (Maverick buying, transaction costs, bullwhip effect, globalization)
- Material flow analysis in supply chains
- Design models for supply chain management

Part B.) Strategies of supply chain management

- Vertical and horizontal cooperation strategies
- Supply strategies (e.g. efficient consumer response, CRM and mass customization, postponement, sourcing strategies, procurement strategies, e-supply chains)
- Disposal and recycling strategies

Part C.) Instruments of supply chain management:

- Instruments for stock reduction (e.g. decomposition of stocks, marketability analysis, etc.)

<p>Course contents</p>	<ul style="list-style-type: none"> <li>• Instruments for reducing freight costs</li> <li>• Information gathering tools</li> <li>• Instruments for quality assurance</li> <li>• IT support tools</li> </ul> <p>Part D.) Industry 4.0 &amp; digitization in supply chain management</p> <ul style="list-style-type: none"> <li>• Key technologies in supply chain management (e.g. advanced planning systems, cyber-physical systems, embedded systems, supply chain visibility, etc.)</li> <li>• Smart supply chain</li> </ul> <p>Part E.) Supply chain controlling</p> <ul style="list-style-type: none"> <li>• Fundamentals of cost tracking</li> <li>• Key figure management in the supply chain</li> <li>• Typology of key figures in the supply chain</li> </ul>
<p>Teaching and learning methods</p>	<p><u>Product &amp; Innovation Management /ILV / Course no.: WSM 1 / 2nd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• 25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</li> <li>• A business idea and a business model based on it are developed. Within this framework, instruments and techniques discussed so far are applied.</li> </ul> <p><u>Information Systems &amp; Business Process Modeling /ILV / Course no.: WSM 2 / 3rd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• 25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</li> <li>• Application of ERP software to practical problems</li> </ul> <p><u>Supply Chain Management (E) /ILV / Course no.: WSM 3 / 3rd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• 25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</li> <li>• Selected case studies are worked on in groups, presented and discussed in plenary sessions.</li> </ul>
<p>Evaluation Methods Criteria</p>	<p><u>Product &amp; Innovation Management /ILV / Course no.: WSM 1 / 2nd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• Final presentation and</li> <li>• Final report</li> </ul> <p><u>Information Systems &amp; Business Process Modeling /ILV / Course no.: WSM 2 / 3rd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• Final exam and</li> <li>• Quiz</li> </ul> <p><u>Supply Chain Management (E) /ILV / Course no.: WSM 3 / 3rd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• Seminar paper and</li> <li>• Final presentation</li> </ul>

Module number:			Scope:
<b>HRM</b>	<b>Human Resource Management</b>	<b>8</b>	<b>ECTS</b>
Degree program	University of Applied Sciences-Bachelor Degree Program-Business Management Full-time		
Position in the curriculum	2nd semester		
	3rd semester		
	4th semester		
Level	2nd semester: Bachelor / 4th semester: Bachelor		
Previous knowledge	2nd semester: <ul style="list-style-type: none"> <li>• Introduction to BWL</li> <li>• Strategic Management &amp; Business Ethics</li> <li>• Communication, Presentation &amp; Rhetoric</li> </ul> 3rd semester: <ul style="list-style-type: none"> <li>• Introduction to BWL</li> <li>• Strategic Management &amp; Business Ethics</li> <li>• Communication, Presentation &amp; Rhetoric</li> <li>• Human Resources Management</li> </ul> 4th semester: <ul style="list-style-type: none"> <li>• Introduction to BWL</li> <li>• Strategic Management &amp; Business Ethics</li> <li>• Communication, Presentation &amp; Rhetoric</li> <li>• Human Resources Management</li> <li>• Company Communication</li> </ul>		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Human Resources Management /ILV / Course no.: HRM 1 / 2nd semester / ECTS: 3</u> Armutat, S. (2018) (Hrsg.). Personalmanagement in Zeiten von Demografie und Digitalisierung: Herausforderungen und Bewältigungsstrategien für den Mittelstand. Wiesbaden: Springer Verlag. Holtbrügge, D. (2018). Personalmanagement. Berlin-Heidelberg: Springer Verlag. Lussier, R. N., & Hendon, J. R. (2017). Fundamentals of human resource management: Functions, applications, skill development. Thousand Oaks, CA: SAGE Publications. Pekruhl, U., Vogel, C., & Strohm, O. (2018). Integriertes Personalmanagement in kleinen Unternehmen: Ein Praxisratgeber. Berlin-Heidelberg: Springer Verlag. Troger, H. (2019). 7 Erfolgsfaktoren für wirksames Personalmanagement: Antworten auf demografische Entwicklungen und andere Trends. Wiesbaden: Springer Verlag.		
	<u>Organizational &amp; Personnel Psychology /ILV / Course no.: HRM 2 / 3rd semester / ECTS: 3</u> Bierhoff, H.-W. (2009). Psychologie prosozialen Verhaltens: Warum wir anderen helfen. Stuttgart: Kohlhammer Verlag. Brinkmann, R. (2018). Angewandte Wirtschaftspsychologie. Hallbergmoos: Person. Kauffeld, S. (2019). Arbeits-, Organisations- und Personalpsychologie für Bachelor. Wiesbaden: Springer Verlag. Lück, H. E., Heidbrink, H., & Schmidtman, H. (2009). Psychologie sozialer Beziehungen. Stuttgart: Kohlhammer Verlag. Molt, W., Rüttinger, B., & von Rosenstiel, L. (2005). Organisationspsychologie. Stuttgart: Kohlhammer Verlag. Wiese, B. S., & Stertz, A. M. (2019). Arbeits- und Organisationspsychologie: Ein Überblick für Psychologiestudierende und -interessierte. Wiesbaden: Springer Verlag.		
	<u>International &amp; Cross Cultural Management (E) /ILV / Course no.: HRM 3 / 4th semester / ECTS: 3</u>		

	<p>French, R. (2015). Cross-cultural management in work organisations. London: Chartered Institute of Personnel und Development.</p> <p>Halkias, D., Santora, J. C., Harkiolakis, M., &amp; Thurman, P. W. (2017). Leadership and change management: A cross-cultural perspective. New York, NY: Routledge.</p> <p>Jandt, F. E. (2017). An introduction to intercultural communication: Identities in a global community. Thousand Oaks, CA: SAGE.</p> <p>Sure, M. (2017). Leadership and change management: A cross-cultural perspective. Wiesbaden: Springer Verlag.</p> <p>Thomas, D. C., &amp; Peterson, M. F. (2018). Cross-cultural management: Essential concepts. Thousand Oaks, CA: SAGE.</p> <p>Wild, J. J., &amp; Wild, K. L. (2016). International business: The challenges of globalization. Essex, UK: Pearson.</p>
<p>Skills acquisition</p>	<p><u>Human Resources Management /ILV / Course no.: HRM 1 / 2nd semester / ECTS: 3</u></p> <p>The students</p> <ul style="list-style-type: none"> <li>• Know the tasks, methods and processes in the functional and resource areas of human resources.</li> <li>• Understand the essential problems and solutions of human resource management and leadership.</li> <li>• Are familiar with the most important task areas, concepts and instruments of modern human resource management and are able to shape the task areas relevant to management.</li> <li>• Are familiar with the essential organizational and procedural concepts of the</li> </ul>

<p>Skills acquisition</p>	<p>business practice and understand the connection between personnel and organizational development.</p> <ul style="list-style-type: none"> <li>• Know the possibilities of digitization in HRM.</li> </ul> <hr/> <p><u>Organizational &amp; Personnel Psychology /ILV / Course no.: HRM 2 / 3rd semester / ECTS:</u></p> <p>The students</p> <ul style="list-style-type: none"> <li>• Know the essential interdisciplinary connections between economics and psychology.</li> <li>• Are familiar with the most important problems and approaches in organizational psychology.</li> <li>• Understand the psychological factors influencing decision-making behavior in human resources and organizational contexts.</li> <li>• Understand how people are judged in everyday life, how to deal with emotions in work situations, how to motivate employees, what to look out for in group work and how work and leisure can be meaningfully arranged (work-life balance).</li> </ul> <hr/> <p><u>International &amp; Cross Cultural Management (E) /ILV / Course no.: HRM 3 / 4th semester /</u></p> <p>The students know the basic strategies and processes of internationalization of companies.</p> <p>The students</p> <ul style="list-style-type: none"> <li>• Know essential context characteristics of management and leadership activities.</li> <li>• Know the context of intercultural cooperation.</li> <li>• Can assess and evaluate strategic decisions on internationalization.</li> </ul>
<p>Course contents</p>	<p><u>Human Resources Management /ILV / Course no.: HRM 1 / 2nd semester / ECTS: 3</u></p> <p>Part A: HR functions in the company:</p> <ul style="list-style-type: none"> <li>• Management and functional function</li> <li>• Responsibilities of the HR department (personnel recruiting, personnel development, personnel retention)</li> <li>• Organization of Human Resources</li> </ul> <p>Part B: Personnel selection &amp; recruiting</p> <ul style="list-style-type: none"> <li>• Requirement, ability and suitability profiles</li> <li>• Personnel selection instruments (application documents, selection interviews, psychological tests, assessment center, legal framework, digitization in personnel recruiting)</li> <li>• Digitization in personnel recruiting</li> </ul> <p>Part C: Personnel assessment &amp; development</p> <ul style="list-style-type: none"> <li>• Purpose of the personnel appraisal</li> <li>• Approaches to personnel assessment (property-oriented, activity-oriented &amp; result-oriented approach)</li> <li>• Assessment interview</li> </ul> <p>Part D: Personnel management</p> <ul style="list-style-type: none"> <li>• Motivation and motivation theories</li> <li>• Cognitive choice theories (valence, subjective probability, motivation to act)</li> <li>• Self-regulation theories (management by approaches)</li> <li>• Theories of tension of need (pyramid according to Maslow, motivational model by Richards &amp; Greenlaw, two-factor theory by Herzberg)</li> <li>• Argyris maturity continuum</li> <li>• Job satisfaction and motivation</li> <li>• Motivating work design (job rotation, job enlargement, job enrichment)</li> <li>• Modern working environment and digitization</li> </ul> <p>Part E: Remuneration</p> <ul style="list-style-type: none"> <li>• Fundamentals of pay differentiation (wage rate differentiation, wage form differentiation, collective agreement)</li> <li>• Remuneration and motivation/satisfaction</li> </ul>

	<p><u>Organizational &amp; Personnel Psychology /ILV / Course no.: HRM 2 / 3rd semester / ECTS:</u></p> <ul style="list-style-type: none"><li>• Mediation of psychological explanatory and interpretive contexts in the areas: Work and leisure (work-life balance), unemployment, psychology of motivation and incentive design</li><li>• Entrepreneurial thinking and independence</li><li>• Organizational psychology approaches and methods of team building and leadership</li><li>• Personnel psychology approaches and methods of management decision behavior, personnel management and behavior control</li><li>• Empirical studies and findings of economic, organizational and personnel psychology</li></ul>
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	<p><u>International &amp; Cross Cultural Management (E) /ILV / Course no.: HRM 3 / 4th semester /</u></p> <ul style="list-style-type: none"> <li>• Forms of internationalization and globalization</li> <li>• Internationalization strategies</li> <li>• Problems and solutions of the international context dependency of small and medium-sized enterprises, especially in emerging markets</li> <li>• Special features of intercultural communication</li> <li>• Cultural Awareness</li> <li>• Management of international teams</li> <li>• Solving intercultural conflicts</li> <li>• Management in an intercultural context.</li> </ul>
Teaching and learning methods	<p><u>Human Resources Management /ILV / Course no.: HRM 1 / 2nd semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>• 33 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</li> </ul>
	<p><u>Organizational &amp; Personnel Psychology /ILV / Course no.: HRM 2 / 3rd semester / ECTS:</u></p> <ul style="list-style-type: none"> <li>• 25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</li> </ul>
	<p><u>International &amp; Cross Cultural Management (E) /ILV / Course no.: HRM 3 / 4th semester /</u></p> <ul style="list-style-type: none"> <li>• The course is conducted with presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures).</li> <li>• In addition, the students will solve and present problems in group work, which will be discussed in the plenum.</li> <li>• Selected exercises will be carried out to consolidate the contents of the lecture.</li> </ul>
Evaluation Methods Criteria	<p><u>Human Resources Management /ILV / Course no.: HRM 1 / 2nd semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>• Seminar paper and</li> <li>• Quiz</li> </ul>
	<p><u>Organizational &amp; Personnel Psychology /ILV / Course no.: HRM 2 / 3rd semester / ECTS:</u></p> <ul style="list-style-type: none"> <li>• Seminar paper and</li> <li>• Quiz</li> </ul>
	<p><u>International &amp; Cross Cultural Management (E) /ILV / Course no.: HRM 3 / 4th semester /</u></p> <ul style="list-style-type: none"> <li>• Final presentations</li> <li>• Exposé</li> </ul>



Module number:			Scope:
MKO	Management Competence	4	ECTS
Degree program	University of Applied Sciences-Bachelor Degree Program-Business Management Full-time		
Position in the curriculum	3rd semester		
	4th semester		
Level	4th semester: Bachelor		
Previous knowledge	3rd semester: <ul style="list-style-type: none"> <li>• Introduction to BWL</li> <li>• Human Resources Management</li> <li>• Organizational &amp; Personnel Psychology</li> </ul> 4th semester: <ul style="list-style-type: none"> <li>• Introduction to BWL</li> <li>• Human Resources Management</li> <li>• Organizational &amp; Personnel Psychology</li> <li>• Agile Project Management</li> <li>• Knowledge Management</li> <li>• Corporate Communications</li> </ul>		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Knowledge Management (E) /ILV / Course no.: MKO 1 / 3rd semester / ECTS: 2</u> Döring, H. (2016). Wissensmanagement in Familienunternehmen. Wiesbaden: Springer. Kohl, H., Mertins, K., & Seidel, H. (2016) (Hrsg.). Wissensmanagement im Mittelstand: Grundlagen – Lösungen – Praxisbeispiele. Wiesbaden: Springer Verlag. Nikodemus, P. (2017). Lernprozessorientiertes Wissensmanagement und kooperative Lernen: Konfiguration und Koordination der Prozesse. Wiesbaden: Springer Verlag. North, K., & Kumta, G. (2018). Knowledge management: Value creation through organizational learning. Cham: Springer Verlag. North, K., Maier, R., & Haas, O. (2018). Knowledge management in digital change: New findings and practical cases. Cham: Springer Verlag. North, K. (2016). Wissensorientierte Unternehmensführung: Wissensmanagement gestalten. Wiesbaden: Springer Verlag.		
	<u>Leadership &amp; Change Management (E) /ILV / Course no.: MKO 2 / 4th semester / ECTS: 2</u> Cawsey, T. F., Deszca, G., & Ingols, C. (2016). Organizational change: An action-oriented toolkit. Thousand Oaks, CA: SAGE Publications. Dawson, P., & Andriopoulos, C. (2017). Managing change, creativity and innovation. London, UK: SAGE Publications. Northhouse, P. G. (2018). Leadership: Theory and practice. Thousand Oaks, CA: SAGE Publications. Western, S. (2019). Leadership: A critical text. London, UK: SAGE Publications. Western, S., & Garcia, E.-J. (2018). Global leadership perspectives: Insights and analysis. London, UK: SAGE Publications.		
Skills acquisition	<u>Knowledge Management (E) /ILV / Course no.: MKO 1 / 3rd semester / ECTS: 2</u> The students <ul style="list-style-type: none"> <li>• Know alternative methods and concepts for generating knowledge from information and how knowledge can be translated into sustainable competitive advantages in order to make business successes or failures measurable.</li> <li>• Can apply the fundamentals of knowledge identification and measurement in intellectual capital statements.</li> <li>• Understand the basic knowledge management processes and can apply tools and instruments for knowledge work.</li> <li>• Know how digitization can be used to build a knowledge management system in a company.</li> </ul>		
	<u>Leadership &amp; Change Management (E) /ILV / Course no.: MKO 2 / 4th semester / ECTS: 2</u>		

	<p>The students</p> <ul style="list-style-type: none"><li>• Know the modern management theories and concepts.</li><li>• Can analyze and evaluate strategic issues in various business cycle phases.</li><li>• Can critically reflect questions of ethics and sustainability in normative leadership.</li><li>• Know the essential strategic and operative measures for the analysis and implementation of entrepreneurial change processes.</li><li>• Are able to critically reflect on corporate business processes, evaluate change measures and implement and control change processes within the framework of the leadership approach.</li><li>• Can apply selected instruments and techniques of change management.</li><li>• Understand the impact of industry 4.0 and digitization on change projects.</li></ul>
Course contents	

<p>Course contents</p>	<p><u>Knowledge Management (E) /ILV / Course no.: MKO 1 / 3rd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• Characteristics and features of knowledge societies</li> <li>• Definition of knowledge and knowledge management</li> <li>• Knowledge under consideration of the resource-based view and knowledge-based view</li> <li>• Knowledge as a core resource in competition</li> <li>• Knowledge generation, knowledge sharing, knowledge assurance</li> <li>• Identification and measurement of knowledge, intellectual capital statements</li> <li>• Fundamentals of learning organization</li> <li>• Identification and structuring of business-relevant knowledge</li> <li>• Design of knowledge organizations - instruments and processes</li> <li>• Tools and instruments for knowledge workers</li> </ul>
	<p><u>Leadership &amp; Change Management (E) /ILV / Course no.: MKO 2 / 4th semester / ECTS: 2</u></p> <p>Part A: Leadership</p> <ul style="list-style-type: none"> <li>• Definition and characteristics of leadership</li> <li>• Leadership vs. management</li> <li>• Overview of leadership theories</li> <li>• Historical genesis of leadership concepts</li> <li>• Systemic-integrative leadership approach</li> <li>• Methods: Supervision; work efficiency; work effectiveness; open space; in-depth interviews</li> <li>• Leadership: Performance; leadership success; leadership efficiency; leadership effectiveness</li> <li>• Environmental leadership requirements in relation to performance improvement</li> <li>• The implementation of leadership approaches in organizations is discussed and reflected using case studies.</li> </ul> <p>Part B: Change Management</p> <ul style="list-style-type: none"> <li>• Definition and relevance of change management</li> <li>• Change management in the context of industry 4.0 and digitization</li> <li>• Organizational learning</li> <li>• Lewin's approach</li> <li>• Typologies of actors in the change management process</li> <li>• Change managers and change leaders</li> <li>• The 8 phases after Kotter</li> <li>• Success and failure factors in change management</li> </ul>
<p>Teaching and learning methods</p>	<p><u>Knowledge Management (E) /ILV / Course no.: MKO 1 / 3rd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• 25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</li> </ul>
	<p><u>Leadership &amp; Change Management (E) /ILV / Course no.: MKO 2 / 4th semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• The course is conducted with presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures).</li> <li>• In addition, the students will solve and present problems in group work, which will be discussed in the plenum.</li> <li>• Selected exercises will be carried out to consolidate the contents of the lecture.</li> </ul>
<p>Evaluation Methods Criteria</p>	<p><u>Knowledge Management (E) /ILV / Course no.: MKO 1 / 3rd semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• Seminar paper and</li> <li>• Quiz</li> </ul>
	<p><u>Leadership &amp; Change Management (E) /ILV / Course no.: MKO 2 / 4th semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• Final presentation and</li> <li>• Exposé</li> </ul>

Module number:			Scope:
PRA	Practical Project	8	ECTS
Degree program	University of Applied Sciences-Bachelor Degree Program-Business Management Full-time		
Position in the curriculum	3rd semester		
	4th semester		
Level	4th semester: Bachelor		
Previous knowledge	<p>3rd semester:</p> <ul style="list-style-type: none"> <li>• Academic Research I: Fundamentals</li> <li>• Academic Research II: Application</li> <li>• Statistical methods &amp; data analysis</li> <li>• Methods of empirical social research</li> <li>• Market research</li> <li>• Introduction to BWL</li> <li>• Strategic management &amp; business ethics</li> <li>• Marketing (E)</li> <li>• Introduction to accounting</li> <li>• Communication, presentation &amp; rhetoric</li> <li>• Agile project management</li> </ul> <p>4th semester:</p> <ul style="list-style-type: none"> <li>• Academic Research I: Fundamentals</li> <li>• Academic Research II: Application</li> <li>• Statistical methods &amp; data analysis</li> <li>• Methods of empirical social research</li> <li>• Market research</li> <li>• Introduction to BWL</li> <li>• Strategic management &amp; business ethics</li> <li>• Marketing (E)</li> <li>• Introduction to accounting</li> <li>• Communication, presentation &amp; rhetoric</li> <li>• Agile project management</li> </ul>		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<p><u>Practical Project I: Entrepreneurship /ILV / Course no.: PRA 1 / 3rd semester / ECTS: 4</u></p> <p>Birkenbach-Puteanus, K. (2019). Erfolgreiche Unternehmensgründung: Entrepreneurship im kompetitiven, innovativen und unsicheren Umfeld. Stuttgart: Kohlhammer Verlag.</p> <p>Chaston, I. (2009). Entrepreneurial management in small firms. Thousand Oaks, CA: SAGE Publications.</p> <p>Fritsch, M. (2019). Entrepreneurship: Theorie, Empirie, Politik. Berlin-Heidelberg: Springer Verlag.</p> <p>Hall, R., &amp; Bell, R. (2019). Start-ups, pivots and pop-ups: How to succeed by creating your own business. London, UK: Kogan Page.</p> <p>Neck, C. P., Neck, H. M., &amp; Murray, E. L. (2018). Entrepreneurship. The practice and mindset. Thousand Oaks, CA: SAGE Publications.</p> <p>Pott, O., &amp; Pott, A. (2015). Entrepreneurship: Unternehmensgründung, Businessplan und Finanzierung, Rechtsformen und gewerblicher Rechtsschutz. Berlin-Heidelberg: Springer Verlag.</p> <p><u>Practical Project II: Business Management /ILV / Course no.: PRA 2 / 4th semester / ECTS: 4</u></p> <p>Bateman, T., &amp; Snell, S. (2019). Management: Leading &amp; collaborating in a competitive world. New York, NY: McGraw-Hill.</p> <p>Stöger, R. (2017). Strategieentwicklung für die Praxis: Navigieren, verändern und umsetzen. Stuttgart: Schäffer-Poeschel.</p> <p>Stöger, R. (2016). Die wirksamsten Management-Werkzeuge: Das Schweizermesser für Führungskräfte. Stuttgart: Schäffer-Poeschel.</p> <p>Wheelen, T. L., Hunger, D. J., Hoffman, A. N., &amp; Barnford, C. E. (2018). Strategic management and business policy: Globalization, innovation and sustainability. Harlow, UK: Pearson.</p> <p>Wunder, T. (2016). Essentials of strategic management: Effective formulation and execution of strategy. Stuttgart: Schäffer-Poeschel.</p>		
Skills acquisition	Practical Project I: Entrepreneurship /ILV / Course no.: PRA 1 / 3rd semester / ECTS: 4		

	<p>In this course students learn the practical implementation of a start-up project on the basis of a real business plan or by developing a start-up concept. They are able to carry out a current case study in the field of entrepreneurship in cooperation with companies/entrepreneurs willing to start a business. The students independently develop problem-solving approaches and strategies for problems relevant to start-ups from business practice.</p> <p>The students acquire detailed knowledge of the possibilities of modelling, planning, controlling and implementing alternative business and decision models in the sense of application-oriented management instruments in management practice. This knowledge is acquired in the course of a practical project or in the context of</p>
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<p>Skills acquisition</p>	<p>cooperation with a real project partner from industry.</p> <p>The students</p> <ul style="list-style-type: none"> <li>• Are able to carry out a project on the basis of professional project management.</li> <li>• Understand the systematic, technically sound and on-schedule handling of projects.</li> <li>• Know the specific roles within a project.</li> <li>• Know the importance of project communication in all directions (conversations, documentation, descriptions, presentations) and know how to act accordingly.</li> <li>• Have expertise to solve specific problems.</li> </ul>
	<p><u>Practical Project II: Business Management /ILV / Course no.: PRA 2 / 4th semester /</u></p> <p>In this course students learn the practical implementation of a start-up project on the basis of a real business plan or by developing a start-up concept. They are able to carry out a current case study in the field of entrepreneurship in cooperation with companies/entrepreneurs willing to start a business. The students independently develop problem-solving approaches and strategies for problems relevant to start-ups from business practice.</p> <p>The students acquire detailed knowledge of the possibilities of modelling, planning, controlling and implementing alternative business and decision models in the sense of application-oriented management instruments in management practice. This knowledge is acquired in the course of a practical project or in the context of cooperation with a real project partner from industry.</p> <p>The students</p> <ul style="list-style-type: none"> <li>• Are able to carry out a project on the basis of professional project management.</li> <li>• Understand the systematic, technically sound and on-schedule handling of projects.</li> <li>• Know the specific roles within a project.</li> <li>• Know the importance of project communication in all directions (conversations, documentation, descriptions, presentations) and know how to act accordingly.</li> <li>• Have expertise to solve specific problems.</li> </ul>
<p>Course contents</p>	<p><u>Practical Project I: Entrepreneurship /ILV / Course no.: PRA 1 / 3rd semester / ECTS: 4</u></p> <p>In this course, current and company-related case studies from the field of business start-ups, takeovers or successions are addressed in cooperation with, in particular, small and medium-sized enterprises or start-up companies. The students independently develop problem-solving approaches and strategies for problems relevant to management from business practice. Possible problem areas are: Analysis and conception of business models, preparation of business plans, processing of subtasks from the field of start-up management with special attention to a holistic-systematic reflection of the level of knowledge acquired up to then.</p> <p>The students contribute their acquired knowledge and compare it with observations and experiences in the context of the practical project. While students can deepen and improve their subject-specific competences, complementary competences such as social competence, risk management, budgeting competence and economically responsible decision-making competence are also solidified.</p> <p>Based on a client briefing (by the course instructor or external partners such as associations and companies), the students work on the presented projects independently, only guided by the course instructors if necessary: Planning, coordination, budgeting, control, evaluation and final reporting are in the hands of the students. The role of the course leader is focused on project coaching.</p>

	<p><u>Practical Project II: Business Management /ILV / Course no.: PRA 2 / 4th semester /</u></p> <p>In this course, current and company-related case studies from the field of business management are addressed in cooperation with, in particular, small and medium-sized enterprises. The students independently develop problem-solving approaches and strategies for problems relevant to management from business practice. Possible problem areas are: Financial and performance-related problems, human resources and organizational issues, with special attention to a holistic-systemic reflection of the level of knowledge acquired to date.</p> <p>The students contribute their acquired knowledge and compare it with observations and experiences in the context of the practical project. While students can deepen and improve their subject-specific competences,</p>
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<p>Course contents</p>	<p>complementary competences such as social competence, risk management, budgeting competence and economically responsible decision-making competence are also solidified.</p> <p>Building on the experience gained in Practical Project I and on the further knowledge and skills acquired in specialist teaching events, the students have the opportunity to apply their acquired knowledge to real projects - above all, the competences in the area of project and quality management, as well as the subject-specific problem-solving competence, are to be consolidated and made applicable in this way. The students work on projects independently, only if necessary guided by the lecturer: Planning, coordination, budgeting, control, evaluation and final reporting are in the hands of the students. The role of the course leader is focused on project coaching.</p>
<p>Teaching and learning methods</p>	<p><u>Practical Project I: Entrepreneurship /ILV / Course no.: PRA 1 / 3rd semester / ECTS: 4</u></p> <ul style="list-style-type: none"> <li>• Working on a real problem with a company using the instruments and techniques learned during the studies.</li> <li>• Accompaniment of the project by an experienced coach/project manager</li> <li>• Preparation of a final report which can be handed over to the company</li> <li>• Holding of a final presentation with the participation of the client</li> </ul> <p><u>Practical Project II: Business Management /ILV / Course no.: PRA 2 / 4th semester /</u></p> <ul style="list-style-type: none"> <li>• Working on a real problem with a company using the instruments and techniques learned during the studies.</li> <li>• Accompaniment of the project by an experienced coach/project manager</li> <li>• Preparation of a final report which can be handed over to the company</li> <li>• Holding of a final presentation with the participation of the client</li> </ul>
<p>Evaluation Methods Criteria</p>	<p><u>Practical Project I: Entrepreneurship /ILV / Course no.: PRA 1 / 3rd semester / ECTS: 4</u></p> <ul style="list-style-type: none"> <li>• Final report and</li> <li>• Final presentation</li> </ul> <p><u>Practical Project II: Business Management /ILV / Course no.: PRA 2 / 4th semester /</u></p> <ul style="list-style-type: none"> <li>• Final report and</li> <li>• Final presentation</li> </ul>



Module number:			Scope:
MFU	Management of Family Enterprises	7	ECTS
Degree program	University of Applied Sciences-Bachelor Degree Program-Business Management Full-time		
Position in the curriculum	3rd semester		
	4th semester		
Level	4th semester: Bachelor		
Previous knowledge	<p>3rd semester:</p> <ul style="list-style-type: none"> <li>• Introduction to BWL</li> <li>• Marketing (E)</li> <li>• Communication, Presentation &amp; Rhetoric</li> </ul> <p>4th semester: • Introduction to BWL</p> <ul style="list-style-type: none"> <li>• Introduction to Accounting and Finance</li> <li>• Strategic management &amp; business ethics</li> <li>• Strategy development &amp; execution (E)</li> <li>• Human resources management</li> <li>• Organizational &amp; human resources psychology</li> </ul> <p>4th semester: • Introduction to BWL</p> <ul style="list-style-type: none"> <li>• Introduction to Accounting and Finance</li> <li>• Strategic management &amp; business ethics</li> <li>• Strategy development &amp; execution (E)</li> <li>• Human resources management</li> <li>• Organizational &amp; human resources psychology</li> <li>• Fundamentals of Entrepreneurship</li> <li>• Start-up management</li> </ul>		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<p><u>Corporate Communications /ILV / Course no.: MFU 1 / 3rd semester / ECTS: 3</u></p> <p>Buchholz, U., &amp; Knorre, S. (2019). Interne Kommunikation und Unternehmensführung: Theorie und Praxis eines kommunikationszentrierten Managements. Wiesbaden: Springer Verlag.</p> <p>Kirf, B., Eicke, K.-N., &amp; Schörnburg, S. (2018). Unternehmenskommunikation im Zeitalter der digitalen Transformation: Wie Unternehmen interne und externe Stakeholder heute und in Zukunft erreichen. Wiesbaden: Gabler Verlag.</p> <p>Mast, C. (2019). Unternehmenskommunikation: Ein Leitfaden. Munich: UVK Verlag.</p> <p>Rusinger, D. (2016). Die digitale Kommunikationsstrategie: Praxis-Leitfaden für Unternehmen – Mit Case Studys und Experteneiträgen – Für eine Kommunikation in digitalen Zeiten. Stuttgart: Schäffer-Poeschel.</p> <p>Szyszka, P. (2019). Unternehmenskommunikation: Wirkung – Wertschätzung – Wertschöpfung. Stuttgart: Kohlhammer Verlag.</p> <p>Zerfaß, A., Volk, S. C., &amp; Ziegele, D. (2019). Toolbox Kommunikationsmanagement: Denkwerkzeuge und Methoden für die Steuerung der Unternehmenskommunikation. Wiesbaden: Gabler Verlag.</p>		
	<p><u>Managing Family Enterprises /ILV / Course no.: MFU 2 / 4th semester / ECTS: 1</u></p> <p>Collins, L., Grisoni, L., Tucker, J., Seman, C., Graham, S., Fakoussa, R., &amp; Otten, D. (2012). The modern family business: Relationships, succession and transition. Basingstoke: Palgrave.</p> <p>Felden, B., &amp; Hack, A. (2014). Management of Family Enterprises: Besonderheiten – Handlungsfelder - Instrumente. Berlin-Heidelberg: Springer Verlag.</p> <p>Gimeno, A., Baulenas, G., &amp; Coma-Cros, J. (2010). Family business models: Practical solutions for the family business. Basingstoke: Palgrave.</p> <p>Märk, S., &amp; Situm, M. (2018). Familienunternehmen und ihre Stakeholder: Problemstellung – Lösungsmodelle – Praktische Umsetzung. Berlin-Heidelberg: Springer Verlag.</p> <p>Weishaupt, M. (2015). Radikal anders: Die DNA erfolgreicher Familienunternehmen. Frankfurt am Main: Campus Verlag.</p> <p>Zellweger, T. (2017). Managing the family business: Theory and practice. Glos, UK: Edward Elgar.</p>		
	<p><u>Company Transfer &amp; Succession /ILV / Course no.: MFU 3 / 4th semester / ECTS: 3</u></p>		

von Bassewitz, U. (2017). Erfolgreiche Unternehmensnachfolge: Den Übergang persönlich und unternehmerisch meistern. Wiesbaden: Springer Verlag.

Baus, K. (2016). Die Familienstrategie: Wie Familien ihr Unternehmen über Generationen sichern. Berlin-Heidelberg: Springer Verlag.

Greenstein, T. N., & Davis, S. N. (2013). Methods of family research. Thousand Oaks, CA: SAGE Publications.

Märk, S., & Situm, M. (2018). Familienunternehmen und ihre Stakeholder: Problemstellung – Lösungsmodelle – Praktische Umsetzung. Berlin-Heidelberg: Springer Verlag.

Wegmann, J., & Wieseahn, A. (2015). Unternehmensnachfolge: Praxishandbuch für Familienunternehmen. Wiesbaden: Springer Verlag.

Weishaupt, M. (2015). Radikal anders: Die DNA erfolgreicher Familienunternehmen. Frankfurt am Main: Campus Verlag.

Skills acquisition	<p><u>Corporate Communications /ILV / Course no.: MFU 1 / 3rd semester / ECTS: 3</u></p> <p>The students</p> <ul style="list-style-type: none"> <li>• Know the fundamentals of corporate communication.</li> <li>• Know the most important theoretical approaches and instruments of strategic planning and optimization of corporate communications.</li> <li>• Can identify and apply communication-relevant crisis prevention and management measures.</li> <li>• Understand how digitalization affects and changes corporate communications.</li> <li>• Know which digital media can be used for corporate communications.</li> </ul>
	<p><u>Managing Family Enterprises /ILV / Course no.: MFU 2 / 4th semester / ECTS: 1</u></p> <p>The students</p> <ul style="list-style-type: none"> <li>• Know the phases of the succession process, especially in family businesses.</li> <li>• Understand the specific problems and solution approaches in the management and transfer of family businesses.</li> <li>• Know the legal, management-oriented and socio-psychological issues and problem-solving approaches.</li> <li>• Are able to identify the essential factors of successful succession processes in family businesses and apply appropriate implementation concepts.</li> </ul>
	<p><u>Company Transfer &amp; Succession /ILV / Course no.: MFU 3 / 4th semester / ECTS: 3</u></p> <p>The students</p> <ul style="list-style-type: none"> <li>• Know the basic concepts and peculiarities of takeover start-ups as a variant of self-employment.</li> <li>• Understand the phases of the succession process.</li> <li>• Know the essential factors for designing successful succession processes.</li> <li>• Can convert the variants of the transfer and succession process for their own future transfer and succession planning.</li> </ul>
Course contents	<p><u>Corporate Communications /ILV / Course no.: MFU 1 / 3rd semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>• Definition and goal of corporate communications</li> <li>• Selection, optimization and application of communication instruments in the context of a coordinated communication mix including relationships to the content strategy.</li> <li>• Communication with different stakeholder groups             <ul style="list-style-type: none"> <li>• Employees (internal PR, change communication)</li> <li>• Customers (customer PR, corporate publishing)</li> <li>• Media (media relations)</li> <li>• Investors (investor relations)</li> <li>• Society (public affairs, innovation communication, corporate social responsibility)</li> </ul> </li> <li>• Corporate communication in consideration of digitalization</li> </ul>
	<p><u>Managing Family Enterprises /ILV / Course no.: MFU 2 / 4th semester / ECTS: 1</u></p> <ul style="list-style-type: none"> <li>• Importance and definition of family businesses</li> <li>• Strengths and weaknesses of family businesses</li> <li>• Dynamics between families and companies (The circle model, The three-dimensional life cycle model, the familyness construct, strategic management, The bulls eye approach)</li> <li>• Positioning and strategy; leadership behavior in family businesses</li> <li>• Selected practical examples and reflection</li> </ul>
	<p><u>Company Transfer &amp; Succession /ILV / Course no.: MFU 3 / 4th semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>• Role models in the context of company handovers &amp; successions</li> <li>• Dynamics of family businesses based on selected models (circle model, life cycle model, familyness construct, strategic management, bulls eye approach)</li> <li>• Company succession as a potential crisis situation for the family business</li> <li>• Possible forms of company succession (external vs. internal)</li> </ul>
Teaching and learning methods	<p><u>Corporate Communications /ILV / Course no.: MFU 1 / 3rd semester / ECTS: 3</u></p>

	<ul style="list-style-type: none"><li>• 17 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</li></ul>
	<p><u>Managing Family Enterprises /ILV / Course no.: MFU 2 / 4th semester / ECTS: 1</u></p> <ul style="list-style-type: none"><li>• The course is conducted totally with presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures).</li></ul>

Teaching and learning methods	<ul style="list-style-type: none"> <li>• Presentation and discussion of practical cases for which the students have to develop solutions within the framework of group work.</li> </ul>
	<p><u>Company Transfer &amp; Succession /ILV / Course no.: MFU 3 / 4th semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>• 33 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</li> </ul>
Evaluation Methods Criteria	<p><u>Corporate Communications /ILV / Course no.: MFU 1 / 3rd semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>• Seminar paper and</li> <li>• Quiz</li> </ul>
	<p><u>Managing Family Enterprises /ILV / Course no.: MFU 2 / 4th semester / ECTS: 1</u></p> <ul style="list-style-type: none"> <li>• Seminar paper</li> </ul>
	<p><u>Company Transfer &amp; Succession /ILV / Course no.: MFU 3 / 4th semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>• Seminar paper and</li> <li>• Quiz</li> </ul>

Module number:			Scope:
UST	Corporate Management	5	ECTS
Degree program	University of Applied Sciences-Bachelor Degree Program-Business Management Full-time		
Position in the curriculum	4th semester		
Level	4th semester: Bachelor		
Previous knowledge	4th semester: <ul style="list-style-type: none"> <li>• Introduction to BWL</li> <li>• Introduction to Accounting</li> <li>• Business Mathematics</li> <li>• Investment &amp; Financing</li> <li>• Cost Accounting &amp; Calculation</li> <li>• Annual Accounts &amp; Analysis</li> </ul> 4th Semester: <ul style="list-style-type: none"> <li>• Introduction to BWL</li> <li>• Introduction to Accounting</li> <li>• Business Mathematics</li> <li>• Investment &amp; Financing</li> <li>• Cost Accounting &amp; Calculation</li> <li>• Annual Accounts &amp; Analysis</li> <li>• Statistical Methods &amp; Data Analysis</li> </ul>		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<p><u>Value-Oriented Management Control /ILV / Course no.: UST 1 / 4th semester / ECTS: 3</u></p> <p>Coenberg, A. G., Salfeld, R., &amp; Schultze, W. (2015). Wertorientierte Unternehmensführung: Vom Strategieentwurf zur Implementierung. Stuttgart: Schäffer-Poeschel.</p> <p>Copeland, T., Koller, T., Murrin, J., &amp; McKinsey &amp; Company, Inc. (2002). Unternehmenswert: Methoden und Strategien für eine wertorientierte Unternehmensführung. Frankfurt: Campus Verlag.</p> <p>Dillerup, R., &amp; Stoi, R. (2011). Business management. Munich: Vahlen.</p> <p>Stern, J. M., &amp; Shiely, J. S. (2002). Wertorientierte Unternehmensführung mit E(conomic) V(alue) A(dded), EVA. Berlin: Econ Verlag.</p> <p>Weber, J., Bramseman, U., Heineke, C., &amp; Hirsch, B. (2017). Wertorientierte Unternehmenssteuerung: Konzepte – Implementierung – Praxis-Statement. Wiesbaden: Springer Verlag.</p> <p>Young, S. D., O'Byrne, S. F. (2001). Eva and value-based management: A practical guide to implementation. New York, NY: McGraw-Hill.</p> <hr/> <p><u>Risk management: Fundamentals /ILV / Course no.: UST 2 / 4th semester / ECTS: 2</u></p> <p>Diederichs, M. (2017). Risikomanagement und Risikocontrolling. Munich: Vahlen Verlag.</p> <p>Finke, R. (2017). Fundamentals of Risk Management: Quantitative Riskmanagement-Methoden für Einsteiger und Praktiker. Weinheim: Wiley.</p> <p>Gleißner, W. (2016). Fundamentals of Risk Management: Mit fundierten Informationen zu besseren Entscheidungen. Munich: Vahlen Verlag.</p> <p>Hunziker, S., &amp; Meissner, J. O. (2018). Ganzheitliches Chancen- und Risikomanagement: Interdisziplinäre und praxisnahe Konzepte. Wiesbaden: Springer Verlag.</p> <p>Romeike, F. (2018). Risk management. Wiesbaden: Springer Verlag.</p> <p>Ruthner, R., &amp; Exner, K. (2019). Corporate Risk Management: Unternehmensweites Risikomanagement als Führungsaufgabe. Vienna: Linde Verlag.</p> <p>Wüst, K. (2014) Risikomanagement: Eine Einführung mit Anwendungen im Excel. Konstanz: UVK Verlag.</p>		
Skills acquisition	<u>Value-Oriented Management Control /ILV / Course no.: UST 1 / 4th semester / ECTS: 3</u>		

	<p>The students</p> <ul style="list-style-type: none"><li>• Know the fundamentals of company valuation and can calculate and interpret selected key figures.</li><li>• Are able to align the decision-making processes of business management with the idea of value orientation.</li><li>• Understand how investment, financing and operational decisions affect company value.</li><li>• Are familiar with the fundamentals and methods of monetary and immaterial company valuation.</li><li>• Know the fundamentals of value-oriented management.</li></ul>
	<p><u>Risk management: Fundamentals /ILV / Course no.: UST 2 / 4th semester / ECTS: 2</u></p> <p>The students</p> <ul style="list-style-type: none"><li>• Are familiar with the legal foundations and framework conditions for risk management.</li><li>• Can assign tasks to the individual phases of a risk management cycle.</li><li>• Can identify and typologize different types of risks.</li><li>• Can quantify and assess risks.</li><li>• Can create and interpret a risk matrix.</li><li>• Can derive risk management measures.</li><li>• Understand the fundamentals of risk controlling.</li></ul>

<p>Course contents</p>	<p><u>Value-Oriented Management Control /ILV / Course no.: UST 1 / 4th semester / ECTS: 3</u>                  Part A: Concepts of "value orientation" in corporate management:                  • Conceptual and content-related fundamentals of value management</p> <p>Part B: Fundamentals of corporate management:                  • Incentives, concepts and methods of internal and external company valuation                  • Critical examination of various valuation approaches and value-oriented key figures</p> <p>Part C: Development of a value-oriented corporate strategy:                  1) Development of a value-oriented corporate strategy                  2) Analysis and operationalization of value enhancement levers:                  a) Growth                  b) Operational excellence                  c) Financial and asset structure and                  d) Portfolio management.</p> <p>Part D: Determination and control of intangible value drivers:                  • Determination and valuation of a company's intangible capital                  • Preparation of an "intellectual capital statement".</p> <p>Part E: "The value of values":                  • Analysis and evaluation of "values"                  • Fundamentals of value management.</p> <hr/> <p><u>Risk management: Fundamentals /ILV / Course no.: UST 2 / 4th semester / ECTS: 2</u>                  Part A: Fundamentals                  • Concept of risk                  • Risk management                  • Risk strategies</p> <p>Part B: Types of risks                  • Risk classification                  • Description of individual risk types in detail</p> <p>Part C: Risk management process                  • Fundamentals                  • Risk identification (risk inventory)                  • Risk assessment (risk map)                  • Risk evaluation                  • Risk reaction                  • Risk reporting</p> <p>Part D: Quantification of risks (risk assessment)                  • Statistical fundamentals                  • Portfolio theory &amp; capital asset pricing model (CAPM)                  • Value-at-Risk                  • Sensitivity analysis                  • Monte Carlo simulation</p> <p>Part E: Approaches and instruments for risk management                  • Risks in foreign trade                  • Risks in debtor management &amp; credit risk                  • Risks in interest rate management                  • Risks in currency management                  • Risks in operating business</p>
<p>Teaching and learning methods</p>	<p><u>Value-Oriented Management Control /ILV / Course no.: UST 1 / 4th semester / ECTS: 3</u>                  • 33 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</p> <hr/> <p><u>Risk management: Fundamentals /ILV / Course no.: UST 2 / 4th semester / ECTS: 2</u></p>



	<ul style="list-style-type: none"> <li>• 50 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</li> </ul>
<p>Evaluation Methods Criteria</p>	<p><u>Value-Oriented Management Control /ILV / Course no.: UST 1 / 4th semester / ECTS: 3</u></p> <ul style="list-style-type: none"> <li>• Final exam and</li> <li>• Quiz</li> </ul>
	<p><u>Risk management: Fundamentals /ILV / Course no.: UST 2 / 4th semester / ECTS: 2</u></p> <ul style="list-style-type: none"> <li>• Final exam and</li> <li>• Quiz</li> </ul>

Module number:			Scope:
<b>AAL</b>	<b>Consolidation Area Studies &amp; Languages</b>	<b>6</b>	<b>ECTS</b>
Degree program	University of Applied Sciences-Bachelor Degree Program-Business Management Full-time		
Position in the curriculum	5th semester		
Level	5th semester: Bachelor		
Previous knowledge	5th semester: All subjects of the first four semesters		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Consolidation Area Studies &amp; Languages /ILV / Course no.: 2 / 5th semester / ECTS: 6</u> Depending on the thematic orientation of the respective university or technical college.		
Skills acquisition	<u>Consolidation Area Studies &amp; Languages /ILV / Course no.: 2 / 5th semester / ECTS: 6</u> The students are able to question intercultural specificities and make use of a foreign language.		
Course contents	<u>Consolidation Area Studies &amp; Languages /ILV / Course no.: 2 / 5th semester / ECTS: 6</u> Consolidation Area Studies & Languages: Courses like US and East Asia, Anthropological Perspectives on Culture and Society.		
Teaching and learning methods	<u>Consolidation Area Studies &amp; Languages /ILV / Course no.: 2 / 5th semester / ECTS: 6</u> The teaching and learning methods are based on the curricula or specifications of the partner universities concerned.		
Evaluation Methods Criteria	<u>Consolidation Area Studies &amp; Languages /ILV / Course no.: 2 / 5th semester / ECTS: 6</u> The evaluation methods and evaluation criteria are based on the curricula or specifications of the partner universities concerned.		

Module number:			Scope:
<b>ABM</b>	<b>Consolidation Business Management</b>	<b>16</b>	<b>ECTS</b>
Degree program	University of Applied Sciences-Bachelor Degree Program-Business Management Full-time		
Position in the curriculum	5th semester		
Level	5th semester: Bachelor		
Previous knowledge	5th semester: All subjects of the first four semesters		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Consolidation Business Management /ILV / Course no.: 1 / 5th semester / ECTS: 16</u> Depending on the subject focus of the respective elective subjects.		
Skills acquisition	<u>Consolidation Business Management /ILV / Course no.: 1 / 5th semester / ECTS: 16</u> The students practice the acquisition of knowledge in a foreign language. They are able to understand subject-specific content in a culturally and socially foreign environment and to apply it to specific management problems in an international context.		
Course contents	<u>Consolidation Business Management /ILV / Course no.: 1 / 5th semester / ECTS: 16</u> Consolidation Business Management: Courses from the following three areas:  1. Management (e.g. Strategic Management, Competitive Strategies, Management of Multinational Corporations, Organizational Theory, Corporate Behavior, Corporate Culture, Knowledge Management, Management of Innovations, Business Ethics, Corporate Governance, Managerial Decision Behavior, HRM, etc.)  2. Marketing (e.g. Advanced Marketing Management, Consumer Behavior, Customer Service Excellence, Global Marketing, etc.)  3. Accounting / Finance / Controlling (z.B. Financial Management, Portfolio Management, Options and Futures, International Finance, etc.)		
Teaching and learning methods	<u>Consolidation Business Management /ILV / Course no.: 1 / 5th semester / ECTS: 16</u> The teaching and learning methods are based on the curricula or specifications of the partner universities concerned.		
Evaluation Methods Criteria	<u>Consolidation Business Management /ILV / Course no.: 1 / 5th semester / ECTS: 16</u> The evaluation methods and evaluation criteria are based on the curricula or specifications of the partner universities concerned.		

Module number:			Scope:
ASS	Consolidation Social Skills	8	ECTS
Degree program	University of Applied Sciences-Bachelor Degree Program-Business Management Full-time		
Position in the curriculum	5th semester		
Level	5th semester: Bachelor		
Previous knowledge	5th semester: All subjects of the first four semesters		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Consolidation Social Skills /ILV / Course no.: 3 / 5th semester / ECTS: 8</u> Depending on the subject focus of the respective elective subjects.		
Skills acquisition	<u>Consolidation Social Skills /ILV / Course no.: 3 / 5th semester / ECTS: 8</u> The students are able to apply their presentation skills and social competence abroad. They can reflect on subject-specific content in a culturally and socially unfamiliar environment.		
Course contents	<u>Consolidation Social Skills /ILV / Course no.: 3 / 5th semester / ECTS: 8</u> Consolidation Social Skills: Courses such as Business Communication, Negotiation and Conflict Resolution, International Business Communication, Bargaining Behavior etc.		
Teaching and learning methods	<u>Consolidation Social Skills /ILV / Course no.: 3 / 5th semester / ECTS: 8</u> The teaching and learning methods are based on the curricula or specifications of the partner universities concerned.		
Evaluation Methods Criteria	<u>Consolidation Social Skills /ILV / Course no.: 3 / 5th semester / ECTS: 8</u> The evaluation methods and evaluation criteria are based on the curricula or specifications of the partner universities concerned.		

Module number:	Scope:	
BPR	Internship	19 ECTS
Degree program	University of Applied Sciences-Bachelor Degree Program-Business Management Full-time	
Position in the curriculum	6th semester	
Level	6th semester: Bachelor	
Previous knowledge	6th semester: All subjects of the first five semesters	
Blocked	no	
Participant group	A-levels and/or corresponding previous training, beginners	
Literature recommendation	<u>Internship /ILV / Course no.: BPR 1 / 6th semester / ECTS: 19</u> Adam, B. (2003). Der clevere Praktikumsführer: Recherche, Bewerbung, Organisation. Munich: Redline Verlag. Bloss, M. (2016). Mein Praktikum – bewerben, einsteigen, aufsteigen. Konstanz: UVK Verlagsgesellschaft. Brokemper, P. (2015). Richtig beginnen in Ausbildung und Praktikum: Vom ersten Eindruck bis zur Lösung von Konflikten. Arbeitsblätter für Jugendliche. Müllheim an der Ruhr: Verlag an der Ruhr. Langlotz (2016). Praktikum erfolgreiche!: Von der ersten Idee über die richtige Bewerbung bis zum wertvollen Arbeitszeugnis und darüber hinaus. Leck: CPI books. Püttjer, C., & Schnierda, U. (2011). Bewerben um ein Praktikum. Frankfurt: Campus Verlag.	
Skills acquisition	<u>Internship /ILV / Course no.: BPR 1 / 6th semester / ECTS: 19</u> The students <ul style="list-style-type: none"> <li>• Solve operational problems by applying the knowledge acquired so far in their studies.</li> <li>• Understand how certain processes in companies are structured and interlinked.</li> <li>• Experience and understand how to work, communicate and act in teams.</li> </ul>	
Course contents	<u>Internship /ILV / Course no.: BPR 1 / 6th semester / ECTS: 19</u> The teaching content depends on the activities the students do at the internship provider. The students choose an internship independently. They can draw on the extensive range of internships offered by the Kufstein Tirol University of Applied Sciences. The Director of Studies checks the professional correspondence of the internship activities with the contents of the course and the qualification profiles of the course of studies. Subsequently, the Director of Studies checks whether the internship corresponds to the training objectives of the program and whether the student can be employed according to his/her level of qualification. A detailed internship guide supports the students in organizing their internship semester.	
Teaching and learning methods	<u>Internship /ILV / Course no.: BPR 1 / 6th semester / ECTS: 19</u> <ul style="list-style-type: none"> <li>• Application of the contents from the courses of the first 5 semesters on the basis of practical problems with the internship provider</li> <li>• Coaching during implementation by internship supervisors in the company</li> <li>• Link to the Bachelor thesis in which a problem of the internship provider is dealt with using academic methods</li> </ul>	
Evaluation Methods Criteria	<u>Internship /ILV / Course no.: BPR 1 / 6th semester / ECTS: 19</u> <ul style="list-style-type: none"> <li>• Proof of the workload by confirmation of the employer of the internship and</li> <li>• interim report and</li> <li>• final report</li> </ul>	

Module number:			Scope:
BAR	Bachelor Thesis	11	ECTS
Degree program	University of Applied Sciences-Bachelor Degree Program-Business Management Full-time		
Position in the curriculum	6th semester		
Level	6th semester: Bachelor		
Previous knowledge	6th semester: All subjects of the first five semesters		
Blocked	No		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Bachelor Thesis Seminar /ILV / Course no.: BAR 1 / 6th semester / ECTS: 4</u> Berger-Grabner, D. (2016). Wissenschaftliches Arbeiten in den Wirtschafts- und Sozialwissenschaften: Hilfreiche Tipps und praktische Beispiele. Wiesbaden: Springer Verlag. Disterer, G. (2019). Studien- und Abschlussarbeiten schreiben: Seminar-, Bachelor und Masterarbeiten in den Wirtschaftswissenschaften. Wiesbaden: Springer Verlag. Esselborn-Krumbiegel, H. (2017). Richtig wissenschaftlich schreiben: Wissenschaftssprache in Regeln und Übungen. Paderborn: Verlag Ferdinand Schöningh. Oehlich, M. (2019). Wissenschaftliches Arbeiten und Schreiben: Schritt für Schritt zur Bachelor- und Master-Thesis in den Wirtschaftswissenschaften. Wiesbaden: Springer Verlag. Theisen, M. R. (2016). Wissenschaftliches Arbeiten: Erfolgreich bei Bachelor- und Masterarbeit. Munich: Verlag Franz Vahlen.		
	<u>Scientific Presentation (E) /ILV / Course no.: BAR 2 / 6th semester / ECTS: 1</u> Kipman, U., Leopold-Wildburger, U., & Reiter, T. (2018). Wissenschaftliches Arbeiten 4.0: Vortragen und Verfassen leicht gemacht. Berlin-Heidelberg: Springer Verlag. Renz, K.-C. (2016). Das 1 x 1 der Präsentation: Für Schule, Studium und Beruf. Wiesbaden: Springer Verlag. Schulenburg, N. (2018). Exzellent präsentieren: Die Psychologie erfolgreicher Ideenvermittlung – Werkzeuge und Techniken für herausragende Präsentationen. Wiesbaden: Springer Verlag.		
	<u>Bachelor Thesis /ILV / Course no.: BAR 3 / 6th semester / ECTS: 6</u> Berger-Grabner, D. (2016). Wissenschaftliches Arbeiten in den Wirtschafts- und Sozialwissenschaften: Hilfreiche Tipps und praktische Beispiele. Wiesbaden: Springer Verlag. Disterer, G. (2019). Studien- und Abschlussarbeiten schreiben: Seminar-, Bachelor und Masterarbeiten in den Wirtschaftswissenschaften. Wiesbaden: Springer Verlag. Esselborn-Krumbiegel, H. (2017). Richtig wissenschaftlich schreiben: Wissenschaftssprache in Regeln und Übungen. Paderborn: Verlag Ferdinand Schöningh. Oehlich, M. (2019). Wissenschaftliches Arbeiten und Schreiben: Schritt für Schritt zur Bachelor- und Master-Thesis in den Wirtschaftswissenschaften. Wiesbaden: Springer Verlag. Theisen, M. R. (2016). Wissenschaftliches Arbeiten: Erfolgreich bei Bachelor- und Masterarbeit. Munich: Verlag Franz Vahlen.		
Skills acquisition	<u>Bachelor Thesis Seminar /ILV / Course no.: BAR 1 / 6th semester / ECTS: 4</u> The students are able to academically prepare a topic from the department of business management and to independently work on a central question. The students' self-organization and time management skills are encouraged. The students learn the ability to apply theoretical knowledge from their studies in the Bachelor thesis. The students have analytical and academic reflection skills for company-specific problems. They also learn how to present academic papers to a research community.		
	<u>Scientific Presentation (E) /ILV / Course no.: BAR 2 / 6th semester / ECTS: 1</u> The students are able to academically prepare a topic from the department of business management and to independently work on a central question. The students' self-organization and time management skills are encouraged. The students learn the ability to apply theoretical knowledge from their studies in the Bachelor thesis. The students have analytical and academic reflection skills for company-specific problems. They also learn how to present academic papers to a research community.		

	<p><u>Bachelor Thesis /ILV / Course no.: BAR 3 / 6th semester / ECTS: 6</u></p> <p>The students are able to academically prepare a topic from the department of business management and to independently work on a central question. The students' self-organization and time management skills are encouraged. The students learn the ability to apply theoretical knowledge from their studies in the Bachelor thesis. The students have analytical and academic reflection skills for company-specific problems. They also learn how to present academic papers to a research community.</p>
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Course contents	<p><u>Bachelor Thesis Seminar /ILV / Course no.: BAR 1 / 6th semester / ECTS: 4</u></p> <p>In the Bachelor thesis seminar the students are supervised with regard to content and method in the preparation of the Bachelor thesis. The content of the Bachelor thesis is linked to the internship. The students regularly report on the progress of their Bachelor thesis, accompanying the Bachelor thesis. The students receive instructions and templates for the preparation of their Bachelor thesis and thus the corresponding accompanying academic supervision.</p>
	<p><u>Scientific Presentation (E) /ILV / Course no.: BAR 2 / 6th semester / ECTS: 1</u></p> <ul style="list-style-type: none"> <li>• Structure of an academic presentation</li> <li>• Creating slides for a presentation</li> <li>• Important technical terms (validity, reliability, representativeness, etc.)</li> <li>• Identification of limitations of an academic work</li> <li>• Argumentation, discussion and defense of one's own results</li> </ul>
	<p><u>Bachelor Thesis /ILV / Course no.: BAR 3 / 6th semester / ECTS: 6</u></p> <ul style="list-style-type: none"> <li>• Writing an outline for the Bachelor thesis</li> <li>• Setting up the structure for the Bachelor thesis</li> <li>• Research of relevant literature for the selected topic of the Bachelor thesis (physical and digital literature search)</li> <li>• Development and implementation of a research design</li> <li>• Writing an academically oriented Bachelor thesis</li> </ul>
Teaching and learning methods	<p><u>Bachelor Thesis Seminar /ILV / Course no.: BAR 1 / 6th semester / ECTS: 4</u></p> <p>Coaching in the implementation by Bachelor thesis supervisors (meetings and virtual)</p>
	<p><u>Scientific Presentation (E) /ILV / Course no.: BAR 2 / 6th semester / ECTS: 1</u></p> <ul style="list-style-type: none"> <li>• 100 % of the event is covered by eLearning. A combination online phase (inductive method for independent acquisition of knowledge and practice of tasks) is used.</li> <li>• The students must present and discuss the results of their Bachelor thesis via a digital platform (digital classroom).</li> </ul>
	<p><u>Bachelor Thesis /ILV / Course no.: BAR 3 / 6th semester / ECTS: 6</u></p> <p>Coaching in the implementation by Bachelor thesis supervisors (meetings and virtual)</p>
Evaluation Methods Criteria	<p><u>Bachelor Thesis Seminar /ILV / Course no.: BAR 1 / 6th semester / ECTS: 4</u></p> <ul style="list-style-type: none"> <li>• Bachelor Thesis</li> </ul>
	<p><u>Scientific Presentation (E) /ILV / Course no.: BAR 2 / 6th semester / ECTS: 1</u></p> <ul style="list-style-type: none"> <li>• Final presentation and</li> <li>• Handout</li> </ul>
	<p><u>Bachelor Thesis /ILV / Course no.: BAR 3 / 6th semester / ECTS: 6</u></p> <ul style="list-style-type: none"> <li>• Bachelor Thesis</li> </ul>



## 2.4 Internship

The students choose an internship independently. They can draw on the extensive range of internship advertisements offered by the Kufstein University of Applied Sciences. The Director of Studies checks the professional correspondence of the internship activities with the contents of the course and the qualification profiles of the course of studies. Subsequently, the Director of Studies checks whether the internship corresponds to the training objectives of the program and whether the student can be employed according to his/her level of qualification. If these requirements are met, the organizational processing is carried out by the International Relations Office (IRO). A detailed internship guide supports students in organizing their internship semester; students can also contact the IRO and the Director of Studies if they have any questions or need support.

Students must apply for the internship using the form (= job description). The form contains the central data of the student and the internship supervision as well as the goals and the tasks/activities in the company providing the internship. The internship is confirmed or approved by the signatures of the Director of Studies and the internship supervisor.

The student must reflect, document and present the experiences and findings gathered and evaluate the internship. Conversely, the internship supervisor must evaluate the students. The student must prepare an interim report, a final report and a presentation and complete an evaluation form. At the beginning of the internship, he/she will receive an internship guide which lists the points to be worked on. A key requirement is to compare the agreed objectives with the achieved ones. The documentation prepared by the student and the supervisor is evaluated by the Director of Studies. If the achievement of the goals and the adaptation to the qualification level of the student are not guaranteed, the corresponding internship position is excluded for the future. A list and reports on the internships are available to subsequent students via the Moodle teaching platform.



## 2.5 Semester Abroad

In the 5th semester, students complete a full-time Bachelor degree in Business Management and spend an obligatory semester abroad at a partner university of the FH Kufstein Tirol. A total workload of 30 ECTS must be demonstrated at the partner university in question. In the course of preparation for their studies abroad, students are given selected institutions which are particularly suitable for the degree program. The list of institutions is based on many years of historical experience. The lectures abroad are designed to be related to the topics of the course in Business Management (especially in the areas of Management, Marketing and Finance). This ensures that students are given an in-depth knowledge of the relevant subjects so that the desired competences can be developed. Intercultural and linguistic competences, which are highly relevant in practice, are also developed during the studies abroad. Students are also encouraged to organize most of their stay abroad independently (e.g. search for accommodation, registration with the partner university, obtaining the necessary documents for registration and travel to the country in question, etc.). Further information on how the semester abroad contributes to the intended learning outcomes can be found in Chapter 2.6.3 "Classification in the National Qualifications Framework".

The **allocation of the study places** themselves takes place in the ranking order of the grade average. First, the first preference is assigned to the student with the lowest average grade. Subsequently by the student with the second lowest grade average etc. If the first preference of a student cannot be assigned (because it is already occupied by a student with a lower grade average), the second preference is assigned. If this preference has already been assigned, the third preference is assigned. If this is also already assigned, this student will be placed in a second round. The allocation process is shown in the following figure.

### 3 ADMISSION REQUIREMENTS

The admission requirements at the FH Kufstein Tirol are regulated according to the following terms:

1. The general admission requirements are regulated by § 4 FHStG as amended; it applies to **persons with a general university entrance qualification**.

2. **Persons without a school-leaving certificate** must take a **university entrance examination** according to § 64 a UG 2002 as amended. These persons acquire the general university entrance qualification for Bachelor studies in a specialization group by passing the university entrance examination in accordance with an ordinance issued by the Rector's Office of a University. The successful completion of the university entrance examination thus entitles the holder to admission to all studies in the specialization group for which the university entrance qualification was acquired. The university entrance examination can be obtained for certain groups of subjects in accordance with an ordinance of the Rector's Office of a university, whereby the following group of subjects is relevant for the FH Kufstein:

Social and economic studies (e.g. Business Administration, Economic Education, Statistics, Sociology).

Applicants who have completed a 3-year **vocational, middle school, a training in the dual system** or a **subject-relevant German advanced technical college certificate** obtain the entitlement to study at the FH Kufstein Tirol through additional examinations in the subjects German, English and Mathematics. In the case of the German advanced technical college certificate, the additional examination must only be taken in those of the three subjects in which the grade is "inadequate" or worse. All additional examinations must be passed before the start of the third semester.

3. For **individuals with relevant dual training** the **apprenticeship certificate** in one of the following **special fields** according to the respectively valid announcement of the Federal Ministry of Economics, Family and Youth is valid as an admission requirement:

- Office, Administration, Organization
- Trade
- Tourism and Gastronomy
- Marketing & sales

4. **Persons with a degree** from one of the relevant **vocational middle schools** listed below may also be admitted:

- School of Hotel Management, School of Tourism, School of Gastronomy (three years)
- Commercial schools (at least two years)
- Vocational schools for tourism professions
- Vocational schools for economic professions (three years)
- Business school (at least two years)
- Commercial schools (three years)

Newly emerging apprenticeships in similar fields must be recognized accordingly.

The **group of persons under numbers 3. and 4.** must complete **additional examinations** by the beginning of the third semester as an entry requirement and, if necessary, take appropriate preparatory courses. This is possible at the FH Kufstein.

The following additional examinations are required for this group of people:

- German
- English
- Mathematics

Below is an overview of which subject area of the German FOS/BOS is the relevant admission requirement. Here, additional examinations must be taken within the first semesters in the subjects Mathematics, German and English (if a grade of "poor" or worse was achieved in these subjects).

	<b>UF Bvz</b>
<b>FOS</b>	
- Technology	X
- Economics & Administration	X
- Social Welfare	X
- Agriculture, Biotechnology and Environmental Technology	X
- Design	X
- Health	X
- International Business Studies	X
<b>BOS</b>	
- Technology	X
- Economics & Administration	X
- Social Welfare	X
- Agriculture, Biotechnology and Environmental Technology	X
- Health	X
- International Business Studies	X
In the case of relevant internships (marketing, trade, administration), other disciplines can also be accepted (after consultation with the Director of Studies).	X