

General study regulations of the FH Master Course

Master of Business Administration General Management with specialization in Real Estate Management

To obtain the academic degree

Master of Business Administration
abbreviated to MBA

as an appendix to the statutes of the FH Kufstein Tirol

Organizational form: part-time

Duration: 4 semesters

Scope: 90 ECTS

Places for beginners per academic year: 15

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1 OCCUPATIONAL PROFILES

1.1 Occupational fields

The MBA General Management with specializations is aimed at future managers or managers already in positions of responsibility in the industries and areas offered.

Graduates with a focus on Marketing 4.0 also qualify for a leadership and management position with a specialization in the field of marketing. This can be at agency level, as Creative Director, or at corporate level e.g. Head of Marketing, or Brand Management with leadership responsibility.

The interdisciplinary and generalist basic business training results in fields of activity for all industries in the leadership area of general management (including personnel management, quality management, controlling, marketing and financial management, employee leadership, etc.). Thus, the assumption of these functions as a field of activity remains identical for all majors and is equipped with the specifics and impact relationships of the respective industry and specialty through the specialization modules.

The MBA General Management program is aimed on the one hand at people who have already reached a higher professional level in the course of their career development and wish to consolidate the necessary management knowledge here, and on the other hand at those who wish to further develop their professional career and aim for the next stage in their career. Importantly, the **MBA General Management** focuses on the target group of managers and enables them to perform the corresponding tasks.

The professional fields of activity differ here, particularly in the function related to career development and not necessarily in the industry.

- **Middle Management/ Director**
 - HR Manager
 - Head of Corporate Finance
 - Marketing Manager
 - Quality Manager/Project Manager
 - Business Development Manager
 - Sales Manager

- **Management / Management C-Level**
 - in different industries according to the respective professional qualifications and previous experience
 - COO (Chief Operating Officer)
 - CFO (Chief Financial Officer)
 - CMO (Chief Marketing Officer)
 - CCO (Chief Compliance Officer)

A differentiated description with the presentation of the tasks in connection with the skills is illustrated under 1.2.

1.2 Qualification profile

The qualification aims and learning outcomes of the Master degree program Business Management correspond both to the academic and professional requirements of the NQR 7 and to *ISCED level 0413¹* (International Standard Classification of Education). The contents conveyed qualify the graduates for the professional fields of activity mentioned in the previous chapters.

The profile of the course aims at management skills and leadership qualifications. To this end, the focus is on business skills (academic, professional skills) such as financing, investment and controlling, strategic management, but also the importance of human resource management. In addition, aspects of change management, personality development and innovation management such as interface skills (combination of technical with personal and social skills) are successively incorporated into the qualification profile.

The qualification profile therefore aims at the technical, economic, personnel and organizational responsibility, monitoring and further development of companies or organizations or organizational units and their offers.

The following table compares a selection of qualifications with the respective fields of activity. Regardless of the respective specialization, the professional field of activity is listed on a meta-level and the respective competence description is described in a management context.

Occupational field of activity	Task	Skill Description	Skills allocation
Head of personnel management	Management of the department in terms of personnel, economic and technical aspects, ensuring quality, responsible for personnel search and selection, personnel management as well as development and systematic support of executives and advice on personnel recruiting, employer branding, payroll accounting, salary policy and management issues, as well as organizational development.	Know the connections between personnel work and strategic corporate development and can apply appropriate concepts here. Can apply aspects of work, business and organizational psychology to leadership and implement them in sub-areas: e.g. diversity, in particular the profile mix of employees, organizational culture, fluctuation, occupational health and safety. Know the goals and subject areas of personnel monitoring. know the co-determination and participation rights of the works council, MAV and their influence on concepts and tools.	professional-academic personal and social
Head of Monitoring	Commercial management of the institution, close cooperation with the head office, reporting, disciplinary management of the staff, ongoing organizational and process improvement with regard to monitoring tools, first point of contact for financial matters, negotiations with cost unit	Master strategic and operational monitoring. know the reporting system and are able to build one. Management of projects for business process analysis and modeling, e.g. in connection with finance and monitoring processes (fast close, harmonization and improvement of internal reporting structures, planning and budgeting, etc.).	professional-academic

¹ 0413 Management and administration Management and administration is the study of planning, directing and operating the functions and activities of organizations and institutions. Programs in management also including administration, economics, finance etc. are included here if emphasis is given to management and administration.

Head of Marketing and Sales	Responsible for creating the marketing strategy and positioning the product range and new developments on the market, defines product innovations and works on strategic product and marketing planning, analyzes the competition, innovations, the market situation and market development	Masters the creation of strategies, communication and negotiation skills, as well as moderation techniques. They are also familiar with the tools of digital marketing and can apply and use them. Are familiar with the disciplinary management of a team.	professional-academic
Head of Quality Management	Preparation and documentation of all relevant business processes. Organization, execution and documentation of internal process and product audits, development, maintenance and visualization of quality key figures and their presentation to management, leadership of employees, budget responsibility, responsible for quality management of a company. Monitoring and planning of QA measures.	Master the tools of quality and process management. Have knowledge in the field of change management and can lead employees. Mastery of reporting tools is also essential.	professional-academic
Management	External representation of the organization in discussions and negotiations, management of all current business in coordination with the Presidium/Executive Board, cooperation with interest partners, management and leadership of the organization (including service law, labor law and social law issues), communication interface between the interest groups (information and advice to members, cost units, the public and affected parties), economic management (budget and financial responsibility), coordination of PR and marketing agendas	Are familiar with various management styles and perform them in a manner appropriate to their personality and situation (role clarity), have skills in budgeting and finance, have specific communication skills in networking and PR.	professional-academic personal and social
Business development	Recognize trends and requirements of the industries. Analysis of changes in the economic market. Preparation of forecasts for future trends and market developments. Design of business strategies and building strategic alliances, Further development and development of new business areas and sales markets, Preparation of business plans, needs analyses and market analyses, Further development, new development, optimization of products, reporting and monitoring as well as competitor analysis, communication with management and monitoring	Participants master communication and negotiation strategies. They have the ability to analyze situations and facts, Creativity and innovative ability. Can independently Identify customer-specific requirements and offer solutions. Can produce business plans, market analyses and reporting reports.	professional-academic

Head of Financial Management	Budget and finance, commercial management of the institution/department, personnel planning and management	Master budgetary management both in double-entry bookkeeping and in fiscal accounting. Analysis, identification and conception of optimization options in financial processes (e.g. closing and reporting, purchase-to-pay, order-to-cash) as well as implementation of individual topics. Securing payment transactions.	professional-academic
Self-employed coach and consultant	Advising companies on positioning and strategy. Analysis of the business situation and support in optimization options. Reorganization, business development and coaching.	Can analyze and understand the business situation from a business management point of view. Can formulate and present recommendations for strategies and optimizations. Know how to drive change in the organization. Know techniques to counter resistance and develop organizations.	professional-academic personal and social
Board level	Budget and finance, personnel management and planning as well as organization, development of offers and quality management, public relations	Possess profound legal knowledge of the respective subject area, master process and quality management, possess leadership skills. Can build and assess networks. Master the representation.	professional-academic

2 CURRICULUM

2.1 Curriculum Data

	PT	Comment if applicable
First year of study (YYY/YY+1)	2021/2022	
Standard duration of study (number of semesters)	4	
Obligatory WSH (Total number for all sem.)	34.5	
Course weeks per semester (number of weeks)	15	
Obligatory course hours (Total for all sem.)	467.5	
Obligatory ECTS (Total for all sem.)	90	
WS start (Date, comm.: poss. CW)	CW 40	According to the required registrations
WS end (Date, comm.: poss. CW)	CW 5	
SS start (Date, comm.: poss. CW)	CW 11	
SS end (Date, comm.: poss. CW)	CW 28	
WS weeks	15	
SS weeks	15	
Obligatory semester abroad (semester specification)	No	
Language of instruction (specify)	German	
Internship (semester information, duration in weeks per semester)	No	
Resulting from the merging of the degree programs or from the separation from the degree program (StgKz; to be specified only for merging or separation)		

2.2 Curriculum matrix

The following description of the courses does not include the work involved in supervising Master Theses. 0.6 weekly semester hours are planned per supervised thesis, i.e. for an exemplary 15 participants an additional 9 thesis weekly semester hours, which are incurred in the 4th semester. In total, the specified AWSH sum of 45 AWSH is achieved over all 4 semesters.

1st semester

Course no.	Course title	Course type	T	E	eLV	WSH	No. of groups	AWSH	ALVS	MODULE	ECTS
1_SM	Strategic management and digital business models	ILV			35 %	2.5	1	2.5	37.5	SM	5
2_FIC	Financing, Investment and Monitoring	ILV			35 %	2.5	1	2.5	37.5	FIC	5
3_SMM	Strategic Marketing Management	ILV			35 %	2.5	1	2.5	37.5	SMM	5
4_CM	Change Management	ILV			35 %	2.5	1	2.5	37.5	CM	5
5_WA	Academic Methods I: Fundamentals	SE			50 %	2	1	2	30	WA	3
Total line:						12.0		12.0	180.0		23
Course hours = Total WSH x course weeks						180.0					

2nd semester

Course no.	Course title	Course type	T	E	eLV	WSH	No. of groups	AWSH	ALVS	MODULE	ECTS
10_WAII	Academic Methods II: Coaching & Mentoring	SE			50 %	0.5	4	2.0	30.0	WA II	2
6_MFM	Market Research & Methods	ILV			35 %	2	1	2	30	MFM	3
7_HR	Human Resource Management	ILV			35 %	2.5	1	2.5	37.5	HR	5
8_RFF	Law for managers	ILV			35 %	2.5	1	2.5	37.5	RFF	5
9_PK	Personal development & communication	ILV			35 %	2.5	1	2.5	37.5	PK	5
Total line:						10.0		11.5	172.5		20
Course hours = Total WSH x course weeks						150.0					

3rd semester

Course title	Course type	T	E	eLV	WSH	No. of groups	AWSH	ALVS	MODULE	ECTS
Trends in real estate management	ILV			35 %	2.5	1	2.5	37.5	TIM	5
Integrative case study in real estate management	PT			35 %	2.5	1	2.5	37.5	IFI	5
Property Valuation	ILV			35 %	2.5	1	2.5	37.5	IMB	5
Real Estate Development	ILV			35 %	2.5	1	2.5	37.5	IE	5
Total line:					10.0		10.0	150.0		20
Course hours = Total WSH x course weeks					150.0					

4th semester

Course no.	Course title	Course type	T	E	eLV	WSH	No. of groups	AWSH	ALVS	MODULE	ECTS
15_DTI	Design Thinking & Innovation	ILV			35 %	1.5	1	1.5	22.5	DTI	3
16_MAK	Master Thesis & colloquium for the Master Thesis	ILV			0 %	1	1	1	15	MAK	24
Total line:						2.5		2.5	37.5		27
Course hours = Total WSH x course weeks						37.5					

* The 24 ECTS for the Master Thesis and colloquium are divided into 20 ECTS for the Master Thesis, 2 ECTS for the final examination and 2 ECTS for the colloquium.

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
WP	Elective subject

Summary of curriculum data

Description	WSH	AWSH	ALVS	ECTS
Total number of courses over all semesters	34.5	36	540	90
Total number of courses in 1st year of study	22	23.5	352.5	43
Total number of courses in 2nd year of study	12.5	12.5	187.5	47
Total number of courses in 3rd year of study				
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				
Proportion of courses in English over all semesters based on WSH / ECTS				
Proportion of eLearning units over all semesters based on WSH / ECTS	35.07 %			26.5 %

2.3 Module descriptions

Module number:	Change Management	Scope:	
CM		5	ECTS
Degree program	General Management MBA Part-time		
Position in the curriculum	1st semester		
Level	1st semester: 1st Master cycle		
Previous knowledge	1st semester: None		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<p><u>Change Management /ILV / LV-Nr: 4 CM / 1.Semester / ECTS: 5</u></p> <ul style="list-style-type: none"> • Lauer, T. (2019): Change Management: Grundlagen und Erfolgsfaktoren • Klinkhammer, M./ Hütter, F./ Stoess, D./ Wüst. L. (2018): Change happens: Veränderungen gehirngerecht gestalten • Hackl, B. (2017): New Work: Auf dem Weg zur neuen Arbeitswelt: Management-Impulse, Praxisbeispiele, Studien • Solzenberg, K./ Heberle, K. (2021): Change Management: Veränderungsprozesse erfolgreich gestalten - Mitarbeiter mobilisieren. Vision, Kommunikation, Beteiligung, Qualifizierung • Cameron, E./ Green, M. (2019): Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change 		
Acquisition of skills	<p><u>Change Management /ILV / Course no.: 4 CM / 1st semester / ECTS: 5</u></p> <p>The participants:</p> <ul style="list-style-type: none"> • know the essential strategic and operational measures for the analysis and implementation of entrepreneurial change processes • know the phases of the change process according to different models • are able to critically reflect entrepreneurial business processes, evaluate change measures, and implement and control change processes • know how to deal with various resistances and emotions in change processes • are able to initiate, implement, complete and evaluate transformation processes • develop the ability to analyze conflicts and use them constructively • know the essential negotiation models and techniques and are able to apply them successfully in specific situations • know the essential cognitive and emotional influencing factors in processes of negotiation management 		
Course contents	<p><u>Change Management /ILV / Course no.: 4 CM / 1st semester / ECTS: 5</u></p> <ul style="list-style-type: none"> • Strategy development and implementation in the context of change projects • Concepts, instruments and process models of change management and communication in the change process • Human behavior in change and leadership tasks in change • Success factors in change management (opportunity management) • Initiation, design and implementation of change processes • Basics of conflict management: Conflict resolution models and the model process of a conflict discussion • Neutrality and leadership responsibility in a relationship of tension • Mediation process and process leadership skills • Transformational leadership 		
Teaching and learning methods	<p><u>Change Management /ILV / Course no.: 4 CM / 1st semester / ECTS: 5</u></p> <p>ILV (Blended Learning, Inverted Classroom)</p>		
Evaluation Methods Criteria	<p><u>Change Management /ILV / Course no.: 4 CM / 1st semester / ECTS: 5</u></p> <p>Portfolio work</p>		

Module number:	Financing, Investment and Monitoring	Scope:	
FIC		5	ECTS
Degree program	General Management MBA Part-time		
Position in the curriculum	1st semester		
Level	1st semester: 1. Master cycle		
Previous knowledge	1st semester: None		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<p><u>Financing, Investment & Controlling /ILV / Course no.: 2 FIC / 1st semester / ECTS: 5</u></p> <ul style="list-style-type: none"> • Weber, J./ Schäffer, U. (2016): Einführung in das Controlling, 15. Aufl. • Berk, J./ DeMarzo, P. (2020): Grundlagen der Finanzwirtschaft: Analyse, Entscheidung und Umsetzung • Pape, U. (2018): Grundlagen der Finanzierung und Investition: Mit Fallbeispielen und Übungen • Britzelmaier, B. (2017): Controlling: Grundlagen, Praxis, Handlungsfelder, 2. Aufl. • Graumann, M. (2018): Controlling: Begriff, Elemente, Methoden und Schnittstellen, 5. Aufl. • Mussnig, W./ Giermaier, G./ Bleyer, M./ Rausch, A. (2014): Controlling für Führungskräfte: Analysieren - Bewerten - Entscheiden, 3. Aufl. • Hubert, B. (2018): Grundlagen des operativen und strategischen Controllings: Konzeptionen, Instrumente und ihre Anwendung, 2. Aufl. • Diederichs, M. (2017): Risikomanagement und Risikocontrolling, 4. Aufl. 		
Acquisition of skills	<p><u>Financing, Investment & Controlling /ILV / Course no.: 2 FIC / 1st semester / ECTS: 5</u></p> <p>The participants:</p> <ul style="list-style-type: none"> • recognize the benefits of accounting, controlling and finance for management purposes and as a central steering tool • know the terms, tasks and methods of controlling and the difference between strategic/operational controlling • know the essential controlling tools and can apply them practically • understand the principle of management reporting and can interpret reports • know the terms, tasks and methods of investment and financing policy • are able to read and prepare investment calculations • can develop sources of financing and organize financing • know the basics of corporate management with key figures and can read and interpret key figure systems 		
Course contents	<p><u>Financing, Investment & Controlling /ILV / Course no.: 2 FIC / 1st semester / ECTS: 5</u></p> <ul style="list-style-type: none"> • Finance, accounting and controlling as a management tool • Terms, tasks and methods of controlling as well as outlook on new controlling fields • Integrated planning, control and information system • Strategic and operative controlling incl. controlling tools • Key figure-oriented corporate management • Cost management and efficiency increase • Key points of investment and financing policy 		
Teaching and learning methods	<p><u>Financing, Investment & Controlling /ILV / Course no.: 2 FIC / 1st semester / ECTS: 5</u></p> <p>ILV (Blended Learning, Inverted Classroom)</p>		
Evaluation Methods Criteria	<p><u>Financing, Investment & Controlling /ILV / Course no.: 2 FIC / 1st semester / ECTS: 5</u></p> <p>Final exam</p>		

Module number:	Strategic management and digital business models	Scope:	
SM		5	ECTS
Degree program	General Management MBA Part-time		
Position in the curriculum	1st semester		
Level	1st semester: 1st Master cycle		
Previous knowledge	1st semester: None		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<p><u>Strategic management and digital business models</u></p> <ul style="list-style-type: none"> • Gerry Johnson, Richard Whittington, et al, (2015) Strategisches Management: Eine Einführung (Pearson Studium - Economic BWL) • Stella Gatzju Grivas (Hrsg.) (2020) Digital Business Development, Die Auswirkungen der Digitalisierung auf Geschäftsmodelle und Märkte • Martin K. Welge, Andreas Al-Laham, Marc Eulerich: (2017) Strategisches Management, Grundlagen - Prozess – Implementierung • Roman Stöger (2016) Die wirksamsten Management-Werkzeuge: Das Schweizermesser für Führungskräfte • Roman Stöger (2016) Die Toolbox für Manager: Strategie, Innovation, Organisation, Produktivität, Projekte, Change 		
Acquisition of skills	<p><u>Strategic management and digital business models</u></p> <p>The participants:</p> <ul style="list-style-type: none"> • know and understand the importance of strategic management for the practice and leadership of organizations • are familiar with advanced methods and concepts of strategic management and are able to apply them to real-life issues • recognize current and overarching issues of strategic management • are able to promote innovation and creativity from the perspective of sustainability with a view to globalization • recognize ethics as an economic principle of entrepreneurial action and observe corresponding values and norms • are able to design, evaluate and model strategies for their organization 		
Course contents	<p><u>Strategic management and digital business models</u></p> <p>Participants will learn current approaches, methods and tools of strategic management in companies. These include:</p> <ul style="list-style-type: none"> • Fundamentals of Strategic Management • General Management Navigator and Business Intelligence Models • Strategy Process Models (including descriptive models and Harvard Business School model) • Design Models of Strategic Management (Business Unit Strategy) • Strategic Portfolio Management (Technology and Innovation Portfolio Development) • Evaluation Models in Strategic Management • Value Creation Processes and Value Chain Management Performance Measurement in Strategic Management • Strategic E-Business Management 		
Teaching and learning methods	<p><u>Strategic management and digital business models</u></p> <p>ILV (Blended Learning, Inverted Classroom)</p>		
Evaluation Methods Criteria	<p><u>Strategic management and digital business models</u></p> <p>Project work</p>		

Module number:	Strategic Marketing Management	Scope:	
SMM		5	ECTS
Degree program	General Management MBA Part-time		
Position in the curriculum	1st semester		
Level	1st semester: 1st Master cycle		
Previous knowledge	1st semester: None		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<p><u>Strategic Marketing Management /ILV / Course no.: 3 SMM / 1st semester / ECTS: 5</u></p> <ul style="list-style-type: none"> • Kotler, P., Keller, K.L., Opresnik, M.O. (2017): Marketing-Management: Konzepte-Instrumente-Unternehmensfallstudien • Homburg, C. (2016) Marketingmanagement: Strategie - Instrumente - Umsetzung - Unternehmensführung • Lammenett, E. (2019): Praxiswissen Online-Marketing - Affiliate- und E-Mail-Marketing, Suchmaschinenmarketing, Online-Werbung, Social Media, Facebook-Werbung • Kamps, I., Schetter, D. (2017): Performance Marketing: Der Wegweiser zu einem mess- und steuerbaren Marketing – Einführung in Instrumente, Methoden und Technik. Springer Gabler. • Beilharz, F., Kattau, N., Kratz, K., Kopp, O., Probst, A. (2017): Der Online-Marketing-Manager: Handbuch für die Praxis. O'Reilly. 		
Acquisition of skills	<p><u>Strategic Marketing Management /ILV / Course no.: 3 SMM / 1st semester / ECTS: 5</u></p> <p>The participants:</p> <ul style="list-style-type: none"> • know the general basics of marketing (offline & online) • are able to set up and accompany strategic marketing campaigns (marketing controlling) • are able to analyze the media and possibilities of digital dialog marketing, explain their advantages and disadvantages by means of examples and select the instruments suitable for the respective marketing objective • are enabled to differentiate between central tools of performance marketing and are able to interpret key figures/KPIs in performance marketing • have an understanding of the possibilities of search engine marketing (SEA) and search engine optimization (SEO) 		
Course contents	<p><u>Strategic Marketing Management /ILV / Course no.: 3 SMM / 1st semester / ECTS: 5</u></p> <ul style="list-style-type: none"> • Basics of marketing strategies (offline & online) • Digital media and tools, communication and marketing tools • Basics of social media marketing and aspects of viral marketing/digital word of mouth via social media • Overview of customer experience management and the two constituent blocks of customer satisfaction and customer loyalty • Customer journey and changing consumer behavior on the web • Strategies and possible applications of CRM for customer loyalty • Options for addressing target groups via targeting and aspects of tracking user activities (segmentation strategies) • Support options along the customer journey and linking the increasing number of customer contact points (touchpoints) 		
Teaching and learning methods	<p><u>Strategic Marketing Management /ILV / Course no.: 3 SMM / 1st semester / ECTS: 5</u></p> <p>ILV (Blended Learning, Inverted Classroom)</p>		
Evaluation Methods Criteria	<p><u>Strategic Marketing Management /ILV / Course no.: 3 SMM / 1st semester / ECTS: 5</u></p> <p>Portfolio work</p>		

Module number:	Academic Methods I	Scope:	
WA		3	ECTS
Degree program	General Management MBA Part-time		
Position in the curriculum	1st semester		
Level	1st semester: 1st Master cycle		
Previous knowledge	1st semester: no		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<p><u>Academic Methods I: Fundamentals /SE / Course no.: 5 WA / 1st semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Ebster, C.; Stalzer, L. (2013) Wissenschaftliches Arbeiten für Wirtschafts- und Sozialwissenschaftler • Schütz, M.; Röbbken, H. (2016) Bachelor- und Masterarbeiten verfassen: Abschlussarbeiten in Organisationen • Theisen, M. R.; Theisen, M. (2017) Wissenschaftliches Arbeiten: Erfolgreich bei Bachelor- und Masterarbeit 		
Acquisition of skills	<p><u>Academic Methods I: Fundamentals /SE / Course no.: 5 WA / 1st semester / ECTS: 3</u></p> <p>Participants:</p> <ul style="list-style-type: none"> • acquire the skills to independently set up complex research projects, to apply them correctly in a methodical manner and to conduct them correctly • can correctly apply the formal aspects of academic papers, in particular source work, research, citation and presentation • can correctly carry out the complex scientific research projects they have designed and present them in writing in a comprehensive academic paper • know how to conduct scientific reviews. Furthermore, they know how to present results to an academic community and can critically question academic findings • understand the connections between research practice and fact-based decision-making processes in professional practice 		
Course contents	<p><u>Academic Methods I: Fundamentals /SE / Course no.: 5 WA / 1st semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Formal aspects of academic papers (Master Thesis guidelines of the FH Kufstein Tirol) • Aims and components of academic papers • Development of a research question, hypothesis • The research process (literature research and literature review) • Scientific theoretical aspects and scientific discourse • Exposé, disposition and topic identification 		
Teaching and learning methods	<p><u>Academic Methods I: Fundamentals /SE / Course no.: 5 WA / 1st semester / ECTS: 3</u></p> <p>ILV (Blended Learning, Inverted Classroom)</p>		
Evaluation Methods Criteria	<p><u>Academic Methods I: Fundamentals /SE / Course no.: 5 WA / 1st semester / ECTS: 3</u></p> <p>Portfolio work</p>		

Module number:	Human Resource Management	Scope:	
		5	ECTS
HR			
Degree program	General Management MBA Part-time		
Position in the curriculum	2nd semester		
Level	2nd semester: 1. Master cycle		
Previous knowledge	2nd semester: None		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<p><u>Human Resource Management /ILV / LV-Nr: 7 HR / 2.Semester / ECTS: 5</u></p> <ul style="list-style-type: none"> • Miebach, B. (2017): Handbuch Human Resource Management: Das Individuum und seine Potentiale für die Organisation • Bildat, L./ Warszta, T. (2017): Psychologie im Human Resource Management: Ein Lehrbuch für Hochschule und Praxis • Achouri, C. (2015): Human Resources Management: Eine praxisbasierte Einführung • Holtbrügge, D. (2018): Personalmanagement • Kaudela-Baum/ Nagel, E./ Bürkler, P./ Glanzmann, V.(2018): Führung lernen: Fallstudien zu Führung, Personalmanagement und Organisation • Stierle, J./ Glasmacher, K./ Siller, H. (2017): Praxiswissen Personalcontrolling: Erfolgreiche Strategien und interdisziplinäre Ansätze für die Ressource Mensch • Bartscher, T./ Nissen, R. (2017): Personalmanagement: Grundlagen, Handlungsfelder, Praxis • Nerdinger et.al. (2018): Arbeits- und Organisationspsychologie • Wegerich, C. (2015): Strategische Personalentwicklung in der Praxis: Instrumente, Erfolgsmodelle, Checklisten 		
Acquisition of skills	<p><u>Human Resource Management /ILV /Course no.: 7 HR / 2nd semester / ECTS: 5</u></p> <p>The participants:</p> <ul style="list-style-type: none"> • know the fields of activity and sub-areas of personnel management: Are able to analyze and plan the personnel situation of a company • can analyze and plan the personnel situation of a company • are familiar with the most important concepts and tools of personnel management and are able to design the fields of activity relevant to management • know the connection between human resources work and strategic corporate development • know the basics of work, industrial and organizational psychology and its applications and sub-areas • know the goals and subject areas of personnel controlling • can apply relevant personnel controlling tools • know the co-determination and participation rights of works council, MAV and their influence on concepts and tools 		
Course contents	<p><u>Human Resource Management /ILV /Course no.: 7 HR / 2nd semester / ECTS: 5</u></p> <ul style="list-style-type: none"> • Basics of human resources management and human resource management: Human resources management in the overall system of business processes: Tasks and functions of individual sub-areas of personnel management • Basics of operational and strategic personnel management • Organizational culture and development: Conflicts in organizations and organizational diagnosis • motivation theories, employee interviews as an instrument of personnel management • concepts and instruments of structural and process organization • interaction between personnel and organizational development • work structuring: Job Enrichment, Job Enlargement • Operational and Strategic Personnel Controlling • Leadership Methods, Styles and Techniques, Framework Model and Determinants of Leadership • Basics of Industrial, Organizational and Personnel Psychology 		
Teaching and learning methods	<p><u>Human Resource Management /ILV /Course no.: 7 HR / 2nd semester / ECTS: 5</u></p> <p>ILV (Blended Learning, Inverted Classroom)</p>		
Evaluation Methods Criteria	<p><u>Human Resource Management /ILV /Course no.: 7 HR / 2nd semester / ECTS: 5</u></p> <p>Portfolio work</p>		

Module number:	Market Research & Methods	Scope:	
MFM		3	ECTS
Degree program	General Management MBA Part-time		
Position in the curriculum	2nd semester		
Level	2nd semester: 1st Master cycle		
Previous knowledge	2nd semester: Academic Methods		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<p><u>Market Research & Methods /ILV / Course no.: 6 MFM / 2nd semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Magerhans, A. (2016): Marktforschung, Eine praxisorientierte Einführung • Kuß, A./ Wildner, R./ Kreis, H. (2014): Marktforschung, Grundlagen der Datenerhebung und Datenanalyse • Koch, J./ Gebhardt, P. (2016): Marktforschung: Grundlagen und praktische Anwendungen • Theobald, A. (2017): Praxis Online-Marktforschung, Grundlagen - Anwendungsbereiche - Durchführung • Porst, R. (2014): Fragebogen, Ein Arbeitsbuch • Kaiser, R. (2014): Qualitative Experteninterviews, Konzeptionelle Grundlagen und praktische Durchführung • Mayring, P. (2015): Qualitative Inhaltsanalyse: Grundlagen und Techniken • Cleff, T. (2015): Deskriptive Statistik und Explorative Datenanalyse • Duller, C. (2013): Einführung in die Statistik mit EXCEL und SPSS, 3. Aufl. 		
Acquisition of skills	<p><u>Market Research & Methods /ILV / Course no.: 6 MFM / 2nd semester / ECTS: 3</u></p> <p>The participants:</p> <ul style="list-style-type: none"> • know qualitative and quantitative methods of analysis • know the design aspects of questionnaires: Question types, scale levels, alignment and dimensionality • can evaluate questionnaires and analyze and interpret them using descriptive and simple inferential statistics: Data collection, processing and evaluation • can develop and formulate research questions and create and process research hypotheses • can create and send an online questionnaire and collect and evaluate the data accordingly • can apply inferential statistical evaluation procedures (e.g. in SPSS, Jasp, Datatab, Excel etc.) • can create an interview guideline, conduct and evaluate expert interviews • can conduct a qualitative content analysis 		
Course contents	<p><u>Market Research & Methods /ILV / Course no.: 6 MFM / 2nd semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Secondary, qualitative, quantitative research • Questionnaire development and design • Data modeling, coding and test procedure selection • Introduction to online questionnaire design: Question variants, dynamic content, sending and evaluating responses • Selected descriptive indicators, extension by inferential statistical methods • Procedure and execution of interviews, transcription, coding of texts (category formation and generalization) • The content-analytical procedure model (qualitative content analysis) 		
Teaching and learning methods	<p><u>Market Research & Methods /ILV / Course no.: 6 MFM / 2nd semester / ECTS: 3</u></p> <p>ILV (Blended Learning, Inverted Classroom)</p>		
Evaluation Methods Criteria	<p><u>Market Research & Methods /ILV / Course no.: 6 MFM / 2nd semester / ECTS: 3</u></p> <p>Project work</p>		

Module number: PK	Personal development & communication	Scope:	
		5	ECTS
Degree program	General Management MBA Part-time		
Position in the curriculum	2nd semester		
Level	2nd semester: 1st Master cycle		
Previous knowledge	2nd semester: none		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<p><u>Personality Development & Communication /ILV / Course no.: 9 PK / 2nd semester / ECTS: 5</u></p> <p>Clutterbuck, D. (2016): Coaching Supervision: A Practical Guide for Supervisees Richter, K.F. (2015): Coaching als kreativer Prozess: Werkbuch für Coaching und Supervision mit Gestalt und System Amecke, M. (2020): Basiswissen Systemisches Coaching: Grundlagen der Systemtheorie und Methodenkoffer Khabyuk, O./ Peters H. (2018): Kommunikationsmodelle: Grundlagen - Anwendungsfelder - Grenzen Schulenburg, N. (2017): Exzellente Präsentieren: Die Psychologie erfolgreicher Ideenvermittlung – Werkzeuge und Techniken für herausragende Präsentationen</p>		
Acquisition of skills	<p><u>Personality Development & Communication /ILV / Course no.: 9 PK / 2nd semester / ECTS: 5</u></p> <p>The participants:</p> <ul style="list-style-type: none"> • know different communication models and communication techniques (e.g. Pacing & Leading) and know how to apply them • know the basics of rhetoric • know the basics of NLP • know how to compare their own self-perception with the perception of others • know the basics of supervision and coaching and know how to apply them in practice • know how to present and argue in a self-confident and professional way 		
Course contents	<p><u>Personality Development & Communication /ILV / Course no.: 9 PK / 2nd semester / ECTS: 5</u></p> <ul style="list-style-type: none"> • Fundamentals: Supervision and coaching theories with practical application • Coaching approaches for executives and promoting resilience • Rhetoric, conversation and presentation techniques • Dealing with one's own limits: Identifying beliefs and blind spots • Motivational theories 		
Teaching and learning methods	<p><u>Personality Development & Communication /ILV / Course no.: 9 PK / 2nd semester / ECTS: 5</u></p> <p>ILV (Blended Learning, Inverted Classroom)</p>		
Evaluation Methods Criteria	<p><u>Personality Development & Communication /ILV / Course no.: 9 PK / 2nd semester / ECTS: 5</u></p> <p>Presentation & Portfolio Work</p>		

Module number: RFF	Law for managers	Scope:	
		5	ECTS
Degree program	General Management MBA Part-time		
Position in the curriculum	2nd semester		
Level	2nd semester: 1. Master cycle		
Previous knowledge	2nd semester: None		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<p><u>Law for Managers /ILV / Course no.: 8 RFF / 2nd semester / ECTS: 5</u> Grundlagen: Vieweg, K., & Fischer, M. (2019) Wirtschaftsrecht: Grundlagen Bydlinski, P. (2017) Grundzüge des Privatrechts: Für Ausbildung und Praxis</p> <p>Arbeitsrecht & Arbeitsvertragsgestaltung: Bährle, R. (2019). Arbeitsrecht für Arbeitgeber: Tipps zur Vermeidung von kostspieligen Fehlern – Mit zahlreichen Beispielen und Vorlagen für die betriebliche Praxis Brodil, W., & Risak, M. (2019). Arbeitsrecht in Grundzügen Laimer, H. G., & Wieser, L. (2019). Arbeitsrecht für HR und Personalwesen</p> <p>Haftungsrechtliche Aspekte des Managements: Bollenberger, M. (2017). Geschäftsführerhaftung: Haftung des Geschäftsführers, der Gesellschaft und der Gesellschafter der GmbH Eberhardt, S. R., & Gurmann, S. (2016) (Hrsg.). Managementhaftung in der Praxis Ertl, P., Gerlach, R., Griesmayr, N., & Murhi, G. (2019). Persönliche Haftung der Geschäftsführer, Vorstände und Aufsichtsräte</p>		
Acquisition of skills	<p><u>Law for Managers /ILV / Course no.: 8 RFF / 2nd semester / ECTS: 5</u> The acquisition of skills is divided into basics, labor law and drafting of employment contracts and liability aspects of management.</p> <p>The participants</p> <ul style="list-style-type: none"> • know the general civil and private law aspects of entrepreneurial activity • understand basic legal principles, which are conveyed by means of concrete examples of frequent problem cases in legal practice • know the basics of the General Data Protection Regulation <ul style="list-style-type: none"> • know the differences and similarities in the formation of contracts and the resulting obligations for both the employee and the employer • know the differences and similarities in the drafting of contracts • can assess and reflect on practical cases • can draw up components of employment contracts in principle <ul style="list-style-type: none"> • know the essential aspects of liability law relevant to managers and managing directors • Know the essential problems and possible solutions in connection with third party interests of creditors, competitors, consumers, employees, investors and tax authorities 		
Course contents	<p><u>Law for Managers /ILV / Course no.: 8 RFF / 2nd semester / ECTS: 5</u></p> <p>Fundamentals:</p> <ul style="list-style-type: none"> • Distinction between private law and public law • Basics of property law • The natural and legal person (legal capacity and capacity to act) • General contract law • Basic data protection regulation • Legal forms of companies <p>Labor law & drafting of employment contracts:</p> <ul style="list-style-type: none"> • Elements and drafting of the employment contract • Rights and duties of employer and employee • Co-determination, dismissal and protection against dismissal <p>Liability aspects of management:</p> <ul style="list-style-type: none"> • Overview of corporate criminal law • Basics of liability and insurance issues • Liability avoidance and aspects of competition and corporate law 		
Teaching and learning methods	<p><u>Law for Managers /ILV / Course no.: 8 RFF / 2nd semester / ECTS: 5</u> ILV (Blended Learning, Inverted Classroom)</p>		
Evaluation Methods Criteria	<p><u>Law for Managers /ILV / Course no.: 8 RFF / 2nd semester / ECTS: 5</u> Final exam</p>		

Module number:	Academic Methods II: Coaching & Mentoring	Scope:	
		2	ECTS
WA II			
Degree program	General Management MBA Part-time		
Position in the curriculum	2nd semester		
Level	2nd semester: 1st Master cycle		
Previous knowledge	2nd semester: Academic Methods I		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<p><u>Academic Methods II: Coaching & Mentoring /SE / Course no.: 10 WAII / 2nd semester / ECTS: 2</u></p> <p>Matthiesen, V. (2020): ZEITMANAGEMENT - Die Kunst der perfekten Organisation: Wie Sie mit Hilfe von effizientem Selbstmanagement Ihre Produktivität und Motivation ganz einfach steigern und all Ihre Ziele erreichen Franck, N. (2019): Handbuch Wissenschaftliches Schreiben: Eine Anleitung von A bis Z Manschwetus, U. (2016): Ratgeber wissenschaftliches Arbeiten: Leicht verständliche Anleitung für das Schreiben wissenschaftlicher Texte im Studium</p>		
Acquisition of skills	<p><u>Academic Methods II: Coaching & Mentoring /SE / Course no.: 10 WAII / 2nd semester / ECTS: 2</u></p> <p>The participants:</p> <ul style="list-style-type: none"> • are able to independently develop and elaborate a course-specific topic and to check and apply it using scientific methods • are able to identify a suitable topic for their Master Thesis and to narrow it down to a workable level • are able to define a suitable objective, research question and method <ul style="list-style-type: none"> • know the components of an exposé and know how to implement them • are able to prepare and present their ideas in a comprehensible way • are able to critically discuss, reflect and thus further develop their ideas and those of their fellow students against the background of the academic "state of the art" 		
Course contents	<p><u>Academic Methods II: Coaching & Mentoring /SE / Course no.: 10 WAII / 2nd semester / ECTS: 2</u></p> <p>In this course, a group of students is assigned a mentor who accompanies and supports the students through the process of finding ideas for a Master Thesis topic to the implementation of an exposé. Individual mentoring, but also exchange within the group is activated, guided and encouraged. This should trigger a first process of finding ideas for topics of the Master Thesis and initiate a description of the project in the form of an exposé.</p> <ul style="list-style-type: none"> • Techniques of topic identification, development, delimitation and preparation (pre-exposé) • Presentation and discussion of best practice exposés and theses • Individual coaching and mentoring on possible questions regarding the Master Thesis • Intensive exchange and promotion of creativity • Academic reviews: Digital library and research tools • Exposé creation 		
Teaching and learning methods	<p><u>Academic Methods II: Coaching & Mentoring /SE / Course no.: 10 WAII / 2nd semester / ECTS: 2</u></p> <p>ILV (Blended Learning, Inverted Classroom)</p>		
Evaluation Methods Criteria	<p><u>Academic Methods II: Coaching & Mentoring /SE / Course no.: 10 WAII / 2nd semester / ECTS: 2</u></p> <p>Presentation</p>		

Module number:	Real Estate Development	Scope:	
IE		5	ECTS
Degree program	General Management MBA Part-time		
Position in the curriculum	3rd semester		
Level	3rd semester: 1st Master cycle		
Previous knowledge	3rd semester: None		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<p><u>Real Estate Development (WP*) /ILV / Course no.: 14 IE / 3rd semester / ECTS: 5</u></p> <ul style="list-style-type: none"> • Bone-Winkel, S. und K. Schulte, 2008. Handbuch Immobilien-Projektentwicklung • Kallinger, W., Gartner, H. und W. Stingl, 2011. Bauträger & Projektentwickler: Immobilien erfolgreich Entwickeln, Sanieren und Verwerten • Klaubetz, E. et. al., 2016. Handbuch Immobilienprojektentwicklung • Schäfer, J. und G. Conzen, 2013. Praxishandbuch der Immobilien-Projektentwicklung • Teufelsdorfer, H. et al., 2015. Handbuch Immobilientransaktionen 		
Acquisition of skills	<p><u>Real Estate Development (WP*) /ILV / Course no.: 14 IE / 3rd semester / ECTS: 5</u></p> <p>The participations are able to:</p> <ul style="list-style-type: none"> • know the tasks of project development and types of project developers and to understand the framework conditions of the industries as well as to be able to point out intersections with or connections to other sub-sectors of the real estate industry • describe, evaluate and independently create methods of market, location and profitability analyses • evaluate and create simple development and utilization concepts • present milestones in the processes of the planning and construction phases • recognize building typologies as well as to analyze and create function-oriented space allocations • know and analyze typical types of real estate financing 		
Course contents	<p><u>Real Estate Development (WP*) /ILV / Course no.: 14 IE / 3rd semester / ECTS: 5</u></p> <ul style="list-style-type: none"> • Stakeholders and framework conditions in real estate project development, stakeholder analyses • Basics and application of feasibility studies: <ul style="list-style-type: none"> - Market, location and competition analyses - utilization concepts - profitability analyses - risk analysis • planning and construction processes • building typologies and room functions • real estate credit process • real estate investments/real estate investment 		
Teaching and learning methods	<p><u>Real Estate Development (WP*) /ILV / Course no.: 14 IE / 3rd semester / ECTS: 5</u></p> <p>ILV (Blended Learning, Inverted Classroom)</p>		
Evaluation Methods Criteria	Portfolio work		

Module number:	Integrative case study in real estate management	Scope:	
IFI		5	ECTS
Degree program	General Management MBA Part-time		
Position in the curriculum	3rd semester		
Level	3rd semester: 1st Master cycle		
Previous knowledge	3rd semester: Modules from the 1st and 2nd semester		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<p><u>Integrative case study in real estate management (WP)* /PT / LV-Nr: 12 IFI / 3.Semester / ECTS: 5</u></p> <p>Patzak, G./ Rattay, G. (2017) Projektmanagement: Projekte, Projektportfolios, Programme und projektorientierte Unternehmen. Schöneck, N. M./Voß, W. (2013) Das Forschungsprojekt: Planung, Durchführung und Auswertung einer quantitativen Studie. Preußig, J. (2018) Agiles Projektmanagement: Agilität und Scrum im klassischen Projektumfeld. Ahlemann, F. (2013): Strategisches Projektmanagement: Praxisleitfaden, Fallstudien und Trends</p>		
Acquisition of skills	<p><u>Integrative Case Study in Real Estate Management (elective)* /PT / Course no.: 12 IFI / 3rd semester /</u></p> <p>The participants apply their theoretical and practical knowledge from the first two semesters to independently work on a practice-oriented project from their chosen specialization.</p> <p>The participations are able to:</p> <ul style="list-style-type: none"> • independently identify problems and tasks from a given objective • independently collect and analyze data • independently take on project management • independently develop solutions and present results • independently develop specialist knowledge to solve specific problems and apply specialist knowledge to the situation <p>The participants know about the importance of:</p> <ul style="list-style-type: none"> - project communication - self-organization - time management - organizational skills - stress management and resilience <p>and can put this into practice</p>		
Course contents	<p><u>Integrative Case Study in Real Estate Management (elective)* /PT / Course no.: 12 IFI / 3rd semester /</u></p> <p>Participants must carry out a project of 5 ECTS = 125 h independently in small groups. The basis for this is a set objective. In order to also build on the social skills of the students, the projects are carried out in student teams under independent leadership and team building, planning, monitoring, communication, coordination, budgeting, etc.). The role of the course leader is focused on coaching the students.</p> <p>Depending on the practical project or integrative case study, skills such as the analysis of a business case, economically responsible decision-making competence, risk management, intercultural action competence, organizational and social competence, budget competence and project management are forced and taught. The abovementioned learning and teaching objectives are ensured by an actual implementation of the solution approach.</p> <p>Exemplary presentation of the course content to be taught:</p> <ul style="list-style-type: none"> - Joint kick-off course - Project client briefing - Project development and management - Interim presentations and final presentation - Coaching - Implementation or completion - Support during implementation - Follow-up reporting and documentation - Project presentation 		
Teaching and learning methods	<p><u>Integrative Case Study in Real Estate Management (elective)* /PT / Course no.: 12 IFI / 3rd semester /</u></p> <p>ILV (Blended Learning, Inverted Classroom) and Project</p>		
Evaluation Methods Criteria	<p><u>Integrative Case Study in Real Estate Management (elective)* /PT / Course no.: 12 IFI / 3rd semester /</u></p> <p>Project work</p>		

Module number:	Property Valuation	Scope:	
IMB		5	ECTS
Degree program	General Management MBA Part-time		
Position in the curriculum	3rd semester		
Level	3rd semester: 1st Master cycle		
Previous knowledge	3rd semester: None		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<p><u>Property Valuation (elective)* /ILV / Course no.: 13 IMB / 3rd semester / ECTS: 5</u></p> <ul style="list-style-type: none"> • Kranewitter, H., 2017. Liegenschaftsbewertung • Seiser, F., F. Kainz, F., 2011. Der Wert von Immobilien • Bienert, S. und M. Funk, M., et al., 2020. Immobilienbewertung Österreich • Kleiber, W., 2016. Verkehrswertermittlung von Grundstücken • Sachverständige: offizielles Organ des Hauptverbandes der Allgemein Beieideten und Gerichtlich Zertifizierten Sachverständigen Österreichs • TEGoVA 2016. European Valuation Standards EVS 2016, TEGoVA 		
Acquisition of skills	<p><u>Property Valuation (elective)* /ILV / Course no.: 13 IMB / 3rd semester / ECTS: 5</u></p> <p>The participations are able to:</p> <ul style="list-style-type: none"> • recognize correlations in the valuation procedures and the different types of real estate • understand the systematics of real estate valuation • describe national valuation procedures, to apply them and to analyze them critically • analyze specific approaches or peculiarities of different types of real estate • carry out independent valuations of different types of real estate 		
Course contents	<p><u>Property Valuation (elective)* /ILV / Course no.: 13 IMB / 3rd semester / ECTS: 5</u></p> <ul style="list-style-type: none"> • Fundamentals of real estate valuation • Procedure and influencing factors of standardized valuation methods (comparative value method, asset value method, capitalized earnings value method, DCF method, residual value method) • Introduction to the valuation of rights and encumbrances • In-depth knowledge and specifics of national valuation methods • In-depth knowledge and specifics of property valuation according to different property types 		
Teaching and learning methods	<p><u>Property Valuation (elective)* /ILV / Course no.: 13 IMB / 3rd semester / ECTS: 5</u></p> <p>ILV (Blended Learning, Inverted Classroom)</p>		
Evaluation Methods Criteria	Portfolio work		

Module number: TIM	Trends in real estate management	Scope:	
		5	ECTS
Degree program	General Management MBA Part-time		
Position in the curriculum	3rd semester		
Level	3rd semester: 1st Master cycle		
Previous knowledge	3rd semester: none		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Trends in real estate management (elective)* /ILV / Course no.: 11 TIM / 3rd semester / ECTS: 5</u> The recommended reading is structured according to the selected trend topic		
Acquisition of skills	<u>Trends in real estate management (elective)* /ILV / Course no.: 11 TIM / 3rd semester / ECTS: 5</u> The contents of this ILV are not fixed, but are adapted to the currently prevailing trends, which determines the acquisition of skills. Exemplary areas to be covered are: The participants: <ul style="list-style-type: none"> • know specific trends in the real estate industry and real estate management and deepen their knowledge in this area • know current practical issues in the field of real estate management and their areas of application • can link previously acquired knowledge in management with the trends in the real estate industry, critically reflect on them and analyze their areas of application • can contribute acquired knowledge to a discussion • can reflect on and evaluate the activities of experts from business and academia 		
Course contents	<u>Trends in real estate management (elective)* /ILV / Course no.: 11 TIM / 3rd semester / ECTS: 5</u> The contents of this ILV are not fixed, but are adapted to the currently prevailing trends. Content examples may include: <ul style="list-style-type: none"> • Sustainability and resource management (sustainable real estate management) • Real estate financing and investment • Strategic facility management • Portfolio management (strategies for the management of real estate portfolios) • Trends in real estate marketing (exploitation opportunities in real estate, location marketing) 		
Teaching and learning methods	<u>Trends in real estate management (elective)* /ILV / Course no.: 11 TIM / 3rd semester / ECTS: 5</u> ILV (Blended Learning, Inverted Classroom)		
Evaluation Methods Criteria	<u>Trends in real estate management (elective)* /ILV / Course no.: 11 TIM / 3rd semester / ECTS: 5</u> Portfolio work		

Module number:	Design Thinking & Innovation	Scope:	
DTI		3	ECTS
Degree program	General Management MBA Part-time		
Position in the curriculum	4th semester		
Level	4th semester: 1st Master cycle		
Previous knowledge	4th semester: none		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<p><u>Design Thinking & Innovation /ILV / Course no.: 15 DTI / 4th semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Schallmo, D. (2017): Design Thinking erfolgreich anwenden: So entwickeln Sie in 7 Phasen kundenorientierte Produkte und Dienstleistungen • Freudenthaler-Mayrhofer, D./ Sposato, T. (2017): Corporate Design Thinking: Wie Unternehmen ihre Innovationen erfolgreich gestalten • Kerguenne, A./ Schaefer, H./ Taherivand, A. (2017): Design Thinking: Die agile Innovations-Strategie • Kohne, A. (2016): Business Development: Kundenorientierte Geschäftsfeldentwicklung für erfolgreiche Unternehmen • Brenner, H./ Misu, C. (2015): internationales Business Development: Export-Märkte, Risikoanalyse, Strategien 		
Acquisition of skills	<p><u>Design Thinking & Innovation /ILV / Course no.: 15 DTI / 4th semester / ECTS: 3</u></p> <p>The participants:</p> <ul style="list-style-type: none"> • know the definition of Design Thinking and are able to integrate this method into modern management • know the basics of innovation management and process • are able to analyze and evaluate the processes of Design Thinking • are able to apply the ten tools of Design Thinking • are able to develop innovative, promising ideas with interdisciplinary teams • promote the creative potential of their colleagues or employees and thus accelerate the innovation processes • know methods for creating the right environment for executing, delivering and sustaining innovations to drive business development • can accompany trend analysis & risk-opportunity trade-offs for business growth 		
Course contents	<p><u>Design Thinking & Innovation /ILV / Course no.: 15 DTI / 4th semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Concept of Design Thinking and the customer claim (in the socio-legal triangular relationship/double customer concept) • Strategic set-up of Design Thinking projects • Design Thinking Process (What is? What if? What wows? What works?) • Ten Tools of Design Thinking (visualization, Journey Mapping, Value Chain Analysis Mind Mapping, Brainstorming, Concept Development, Assumption Testing, Rapid Prototyping, Customer Co-Creation, Learning Launch) • Developing products and services in a human-centered way; from problem to solution concept • Strategic business development • Assessing and evaluating innovation concepts 		
Teaching and learning methods	<p><u>Design Thinking & Innovation /ILV / Course no.: 15 DTI / 4th semester / ECTS: 3</u></p> <p>ILV (Blended Learning, Inverted Classroom)</p>		
Evaluation Methods Criteria	<p><u>Design Thinking & Innovation /ILV / Course no.: 15 DTI / 4th semester / ECTS: 3</u></p> <p>Portfolio work</p>		

Module number:	Master Thesis & colloquium for the Master Thesis	Scope:	
MAK		24	ECTS
Degree program	General Management MBA Part-time		
Position in the curriculum	4th semester		
Level	4th semester: Consolidation		
Previous knowledge			
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<p><u>Master thesis & colloquium for the Master Thesis /ILV / Course no.: 16 MAK / 4th semester / ECTS: 24</u></p> <p>Ebster, C./ Stalzer, L. (2013) Wissenschaftliches Arbeiten für Wirtschafts- und Sozialwissenschaftler Schütz, M./Röbken, H. (2016) Bachelor- und Masterarbeiten verfassen: Abschlussarbeiten in Organisationen Theisen, M. R./ Theisen, M. (2017) Wissenschaftliches Arbeiten: Erfolgreich bei Bachelor- und Masterarbeit Sandberg, B. (2017) Wissenschaftliches Arbeiten von Abbildung bis Zitat: Lehr- und Übungsbuch für Bachelor, Master und Promotion</p>		
Acquisition of skills	<p><u>Master thesis & colloquium for the Master Thesis /ILV / Course no.: 16 MAK / 4th semester / ECTS: 24</u></p> <p>The participations are able to:</p> <ul style="list-style-type: none"> • independently prepare and elaborate a subject-specific topic as well as review and apply it using scientific methods • carry out complex scientific research projects • apply scientific and research methods • apply the basics of scientific work • present scientific facts • critically question scientific findings • independently write an academic paper at the level of a Master Thesis 		
Course contents	<p><u>Master thesis & colloquium for the Master Thesis /ILV / Course no.: 16 MAK / 4th semester / ECTS: 24</u></p> <p>Students must independently complete a Master thesis of 20 ECTS = 500 h. Regular meetings to discuss the current status and progress of the Master thesis with the accompanying academic supervision serve as support.</p> <p>In the context of a colloquium with the scope of 2 ECTS = 50h, the following course contents are dealt with:</p> <ul style="list-style-type: none"> • independent development and elaboration of an interdisciplinary topic • finding and justifying the methodology • content-related and organizational help for the preparation of the Master's thesis • presenting and defending academic papers • leading discussions about academic papers <p>Master Thesis: 20 ECTS Final examination: 2 ECTS Colloquium for the Master Thesis: 2 ECTS</p>		
Teaching and learning methods	<p><u>Master thesis & colloquium for the Master Thesis /ILV / Course no.: 16 MAK / 4th semester / ECTS: 24</u></p> <p>Coaching within the scope of the Master Thesis preparation</p>		
Evaluation Methods Criteria	<p><u>Master thesis & colloquium for the Master Thesis /ILV / Course no.: 16 MAK / 4th semester / ECTS: 24</u></p> <p>Master Thesis</p>		

2.4. Internship

Internship (semester information, duration in weeks per semester)	No
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2.5 Semester Abroad

Obligatory (semester specification)	semester	abroad	No
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3 ADMISSION REQUIREMENTS

In principle, the admission requirements for continuing education courses at Master's level are a first university degree (Bachelor, Master's degree, Diploma) of at least 180 ECTS and at least 2 years of subject-specific professional experience.

In exceptional cases, persons without a first higher education degree may be admitted, in which case the vocational qualifications and knowledge, competences and skills acquired outside higher education (informal and non-formal learning outcomes) can be recognized as equivalent in accordance with the European Qualifications Framework for Further Education (EQF). However, an equivalence test of knowledge acquired outside of higher education requires that the admission requirements pursuant to section 4 (4) FHG are fulfilled. Especially for the **MBA General Management** Master program, the following criteria are applied in the equivalence review, based on the recommendations of the study on quality assurance in continuing education according to Anke Hanft and Barbara Birke (see AQA, 2012. P. 32²).

Equivalence check		
Criteria	Level to be met	Proof
Advanced knowledge	Critical understanding of management theories and principles	In-house training and further training, presentation of knowledge in self-evaluation
Advanced skills	Mastery of the subject (in the respective industry specialization) and ability to solve complex problems	In-house or professionally relevant training and further training within the framework of at least 10 teaching days (several courses can also be recognized in total)
Advanced skills	Management of complex technical or professional activities, Personnel responsibility Responsibility for decisions Project responsibility	<ol style="list-style-type: none"> Five years of professional experience in a leading position. Proof of expertise in <ul style="list-style-type: none"> <i>Basics of project management</i> <i>Leadership and Management</i>

For the equivalence test, a process was developed at the International Business School within the framework of participation in a study by AQ Austria that presents the test procedure in a transparent manner. The criterion for the confirmation of subject-specific knowledge is the presentation in a comprehensive qualification and task description of the skills in management-oriented business administration, marketing, financial management and social skills (core skills from the Bachelor's degree program in International Business and Management at the FH Kufstein Tirol).

The admission requirements for the individual modules/certificate courses (see chapter 2.6.1):

- Proof of relevant professional experience
- Letter of motivation (contents: professional relevance, justified interest, personal suitability)

² <https://www.aq.ac.at/de/analysen-berichte/dokumente-analysen-berichte/PUBLIKATION-Qualitaetsentwicklung-Weiterbildung-2012.pdf?m=1458205145>