



Modules taught in English



SS 2017

Course offer for Incoming Students in English



UNIVERSITY
OF APPLIED SCIENCES
UPPER AUSTRIA

GENERAL INFORMATION

Academic Calendar

Winter Semester: October 1st to mid-February

Summer Semester: March 1st to mid-July

Examination Period: throughout the semester until mid-February (winter semester), throughout the semester until mid-July (summer semester)

Breaks: Christmas (2 weeks), February (1 to 4 weeks), Easter (1 week), summer holidays in July/August/September (12 weeks)

TYPES OF CLASSES

While some subjects are presented as traditional lectures, others are taught in the form of seminars, project work and skills practice or a combination of these methods.

Seminars and Workshops

These are classes in which students research topics and present and discuss them within a relatively small group. These can, in some cases, augment project work.

Block Courses

In some cases – primarily in the case of seminars and workshops – instruction does not take place weekly, but is instead delivered in blocks of more intensive instruction (e.g., one block every two weeks or even one block per term). Blocks can also be held as immersion courses on weekends.

Excursions

Some courses occasionally include excursions, and attendance is generally obligatory. Any costs that arise for entrance fees, accommodation or other expenses are to be paid by the students.

Project Work

These are not theoretical projects but “real” work – with all the responsibilities that go along with it and have therefore proven popular with our exchange students in recent semesters.

Students work on problems relevant to the particular company they are working for in teams of four to ten on an allocated weekday throughout the term. They are supervised and guided by a faculty member but work mostly on their own. Finally, the teams are required to present their results to both their supervising faculty member and the company.

The main aim of these projects is to train the students in teamwork. Teamwork and team spirit are key elements of Steyr Campus philosophy – students learn to work together rather than competing with one another.

IMPORTANT: COURSE OFFER IS SUBJECT TO CHANGE DUE TO ORGANIZATIONAL AND ADMINISTRATIVE REASONS!

Bachelor's Degree Courses

Course unit code	Course unit title	Semester (level)	Program (department)	Hours /week	ECTS
Accounting, Controlling and Financial Management (CRF) Bachelor					
IRLE2I	International Accounting 2	4	CRF	3	4,5

Course unit code	Course unit title	Semester (level)	Program (department)	Hours /week	ECTS
Global Sales and Marketing (GSM) Bachelor					
BBM1I	Introduction to B2B-Marketing	2	GSM	2	2
BBM2I	B2B-Marketing Research/ Empirical Social Research	2	GSM	2	2
FIN1V/U	Finance 1	2	GSM	3	3
SAM1I	Introduction to Sales Organisation and Processes	2	GSM	1	2
SAM2I	Sales Channels 1 – Sales Force Management	2	GSM	1	1
SAL1T	Introduction to Sales	2	GSM	2	2
SAM4I	Sales Channels 2&3 – Key Account Management/ Recruitment, Selection and Controlling of Sales Partners	4	GSM	2	2
ICM4I	Political Systems in a Worldwide Comparison	4	GSM	1	1
BBM3I	Instruments of B2B-Marketing	4	GSM	2	2
EXP3T	Trading areas in a worldwide comparison	4	GSM	2	2

Course unit code	Course unit title	Semester (level)	Program (department)	Hours /week	ECTS
International Logistics Management (ILM) Bachelor					
10LOM E3I	Logistics Management 3 – Distribution and Storage	2	ILM	2	3
BB 10BST E2I	Business Studies Fundamentals 2	2	ILM	2	3
10INB E1V	Intercultural Management	2	ILM	2	3
10ENG E2U	English Fundamentals 2	2	ILM	3	3
10FS2 E2I	2.Foreign Language Fundamentals 2 - Spanish	2	ILM	2	3
10FS2 E2I	2.Foreign Language Fundamentals 2 - Russian	2	ILM	2	3
10LOT E1V	Logistics Technology 1	4	ILM	2	3
10ENG V3U	English Advanced 3	4	ILM	2	2
10FS2 V4I	2.Foreign Language Advanced 4 - Spanish	4	ILM	2	3
10FS2 V4I	2.Foreign Language Advanced 4 - Russian	4	ILM	2	3

Course unit code	Course unit title	Semester (level)	Program (department)	Hours /week	ECTS
Marketing and Electronic Business (MEB) Bachelor					
M-SKMEBV14S	Special Chapters of Marketing and E-Business with theory of scientific working	4	MEB	2	2

Course unit code	Course unit title	Semester (level)	Program (department)	Hours /week	ECTS
Production and Management (PMT) Bachelor					
B ENG E 2 U	English 2	2	PMT	2	3
MAR 1 V	Marketing 1	2	PMT	2	3
MAR 2 V	Sales 1	2	PMT	2	3
B ENG V 4 U	English 4	4	PMT	3	3
B MAR E 2 V	Marketing 2	4	PMT	2	2
MANV 3 I	Human Resource Management	4	PMT	2	2

Master's Degree Courses

Course unit code	Course unit title	Semester (level)	Program (department)	Hours /week	ECTS
Global Sales and Marketing (GSMM) Master					
BB-M-ECO	Economics	2	GSM-M	3	5
BB-M-FAA	Finance and Accounting	2	GSM-M	2	3
BB-M-OCM	Organizational Behavior / Change Management	2	GSM-M	2	5

Courses Exclusively for International Students

Course unit code	Course unit title	Semester (level)	Program (department)	Hours /week	ECTS
Courses for International Students					
INC-ACC	Austrian Culture and Civilization	-	International Office	2	4
INC-ACFV	Applied Corporate Finance for Valuation	-	International Office	1	2
INC-CM	Conflict Management	-	International Office	2	3
INC-COF	Cases in Operational Finance	-	International Office	1	2
INC-FIN3	Capital Budgeting	-	International Office	2	4
INC-IBB	International Buyer's Behavior	-	International Office	2	4
INC-IC	Intercultural Competence – European History out of an Outside Perspective	-	International Office	2	2
INC-LI	Logistics Insight	-	International Office	2	4
INC-MBO	Leadership Training in Management by Objectives	-	International Office	2	2
INC-OMG	Operations Management	-	International Office	2	4
INC-PGW	Professional Performance in a Globalised World (mandatory for all incoming students!)	-	International Office	1	2
INC-PI	Practical Introduction to studies (mandatory for all incoming students!)	-	International Office	1	3
INC-QM	Quality Management	-	International Office	1	3
INC-SCM	Supply Chain Management	-	International Office	2	3
IW	International Week	-	International Office	1	1,5

Course unit code	Course unit title	Semester (level)	Program (department)	Hours /week	ECTS
German Language Courses					
INC-GB	German for Beginners	-	Language Department	2	4
INC-GLI	German Lower Intermediate	-	Language Department	2	4
INC-GI	German Intermediate	-	Language Department	2	4

Lecture/Seminar profile:

International Accounting 2 (IRLE24ILV)

Degree course	CRF
Lecturer	Mr. Josef Arminger, Mr. Franz Aschl, Mr. Harald Fuchs
Course title	International Accounting 2
Course code	IRLE24ILV
Semester	Semester 4
Contact hours per week	3
ECTS credits	4,5
Language of instruction	English
Places for international students	10 (5 students per group)

Learning objectives:

By the end of the course students should:

- know the history, concepts and framework of IFRSs,
- know basic IFRS-rules,
- be able to apply these rules when preparing financial statements,
- know major differences between those IFRS rules and Austrian GAAP.

Learning content:

- History of IFRSs (Endorsement, Enforcement, Rules)
- Application of IFRSs
- Standards in detail (theory and practical examples) in accordance with agenda

Format of course:

Learning content will be presented using power-point slides. Cases and additional materials should lead to an in-depth understanding of the content of the course.

Pre-Requisite skills:

The course provides an introduction into IFRS Standards. Accounting knowledge according to local GAAP (Austrian GAAP – UGB) is required – based on the content of the courses in semesters 1 and 2 and International Financial Accounting (semester 3).

Literature:

Basic literature mandatory (Text IFRS Standards and cases):

- International Financial Reporting Standards (IFRS) (Deutsch-Englische Textausgabe); Wiley-VCH (Hrsg.) current edition
- Christian D./Lüdenbach N.: IFRS Essentials; Wiley; 2013

Supplementary literature:

- Grünberger H: Introduction to Accounting and Financial Reporting; English for Accountants and Auditors, Linde, Current edition

Grading:

Composition of Final Grade:

80% final written exam (1 ½ hours)

20% attendance and participation during the course

Written exam must be positive in order to improve the grade by one through attendance and qualified participation

Final Written Exam

50 % theory (single choice questions); 50 % practical examples

„In accordance with the examination regulations for students and faculty of the University of Applied Sciences Upper Austria, based on the University Studies Act of 31st March, 2012, withdrawal of registration from an exam can only be made up to 3 workdays before the first offered date of the exam.“

Attendance:

A minimum attendance of 80 % is required for students to be awarded a grade for the course. 100% attendance is expected and absences should be excused in advance if possible to facilitate lesson planning.

Lecture/Seminar profile:

Introduction to B2B-Marketing (BBM1I)

Degree course	GSM
Lecturer	Mr. Jörg Kraigher-Krainer, Mr. Andreas Zehetner
Course title	Introduction to B2B-Marketing
Course code	BBM1I
Semester	2.semester
Contact hours per week	2
ECTS credits	2
Course type	Integrated course
Examinations	written exam
Language of instruction	English
Places for international students	10 (5 students per group)

Learning objectives:

This course is a B2B focused approach to the fundamentals of Marketing. By the end of the term students should be able to:

- know the fundamental concepts of marketing theory
- distinguish between the different types of B2B business and the implications on marketing
- know the differences between consumer and organizational buying behaviour
- understand the marketing-management process
- know the instruments of market analysis and forecast
- understand concepts of market segmentation, targeting and positioning

Course format:

This course combines theoretical input with small cases and exercises to deepen the knowledge and develop the ability to apply knowledge into practical life. The lecture will be completed by discussing recent developments in B2B marketing.

Pre-Requisite skills:

Intermediate English skills & basic Marketing knowledge

Grading:

We expect class participation and preparation, including class discussions, readings and exercises. The final grade is based on

- a written final exam (100 PT / min. 60)
- active class participation and completed exercises/ readings

Attendance:

Full attendance is required. There is no make-up for missing classes.

Lecture/Seminar profile:

B2B-Marketing Research/Empirical Social Research (BBM2I)

Degree course	GSM
Lecturer	Ms. Margarethe Überwimmer, Mr. Jörg Kraigher-Krainer, Mr. Yasel Costa
Course title	B2B-Marketing Research/Empirical Social Research
Course code	BBM2I
Semester	2.semester
Contact hours per week	2
ECTS credits	2
Course type	Integrated course
Examinations	continues assessment
Language of instruction	English
Places for international students	9 (3 students per group)

Learning objectives:

This course is a B2B focused approach to Market Research. By the end of the term students should be able to

- identify role and description of Market Research in a B2B company
- understand the process and know about the milestones of Market Research (MR) projects
- distinguish between secondary and primary research and be able to apply the major instruments and tools in both approaches
- understand and make use of different scaling techniques and have an overview about sampling methods and processes
- design questionnaires to collect data according to defined research questions
- compile comprehensive MR reports and know about presenting data to an audience.

Format of course:

Students will receive strategic and operative MR knowledge by means of theoretical input (Lecturing) and practical Market Research exercises.

After a theoretical block in the first half of the term, practical application by designing and conducting primary and secondary research projects is requested.

The theoretical block is assessed by a written exam.

In the second half of the semester groups of students will work together on a defined research task and the results have to be presented by end of semester.

Pre-Requisite skills:

- Basic skills in Marketing
- Good command of English
- Presentation skills

Grading:

Final grade consists of positive results of exam (50 %) and successful realization and presentation of group exercise (50 %). All exercises are to be completed by fully collaborating teams. Unless there are unusual circumstances, all team members will receive the same grade for the group work. Exam as well as group exercise have to result in a positive grade (+60%)

Report guidelines:

We expect a professional piece of work in English with correct spelling, grammar and appropriate formatting and overall readability. Focus on messages and not on volume (less is more)! Papers must be turned in including the following:

- (1) Cover sheet with research task, names of the team members, course title and date
- (2) Summary - general findings and conclusions
- (3) Clearly defined and explained research question
- (4) Description of the research process by using theoretical models
- (5) Method(s) of data collection and rationale for this method (s) have been selected
- (6) Analysis and interpretation of findings
- (7) Conclusions
- (8) Lessons learned, things that you would do different next time, things that you would do again

Attendance:

Due to the format of the course, full attendance is required.

Lecture/Seminar profile:**Finance 1 (FIN1V/FIN1U)**

Degree course	GSM
Lecturer	Mr. Javier Valero
Course title	Finance1
Course code	FIN1V/FIN1U
Semester	2.semester
Contact hours per week	3
ECTS credits	3
Course type	Lecture + Tutorial
Examinations	continues assessment
Language of instruction	English
Places for international students	6 (lecture) – 6 (3 students per group)

Learning objectives:

After completing this course, the student should know the basic instruments of financial management, the structure of a balance sheet, income statement and cash flow statement. Should be able to understand the system of double entry accounting, know some fundamental corporate taxes, and be able to register simple accounting records of a current business. Know the main tasks within the process of the preparation of the basic financial documents. To understand the goals and tasks of managerial accounting and to know the basic elements of a cost accounting system. And be able to analyse the financial documents using ratios.

Course organization:

The course is based in solving exercises.

Grades:

At the end of the semester there is a written examination. For a positive grade the student must reach at least 21 points.

Points	Mark
38-40	1
33-37	2
27-32	3
21-26	4
0-20	5

You have the chance to collect “bonus points” by your participation in the class (at maximum 4 points). Bonus points will be given according to the quality of your answers and/or your opinions given during the course. Also, to be able to qualify for the extra points, your group will need to solve and deliver all of the home works complete and as a group. Attention: Bonus points only count for the first exam. In the case of a 2nd examination the bonus points expire.

Attendance:

To be able to pass the subject an attendance of at least 75 percent is necessary.

Lecture/Seminar profile:

Introduction to Sales Organisation and Processes (SAM1I)

Degree course	GSM
Lecturer	Mr. Christian Stadlmann
Course title	Introduction to Sales Organisation and Processes
Course code	SAM1I
Semester	2.semester
Contact hours per week	1
ECTS credits	2
Course type	Integrated course
Examinations	continues assessment
Language of instruction	English
Places for international students	6 (3 students per group)

Learning objectives:

The course is an introduction approach to Sales Management - including distinct forms of sales systems and organisations.

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

- 1) Understand classical models of process and structural organizations in sales systems
- 2) Analyse the success of a sales organisation
- 3) Understand the concept of value chains
- 4) Know the instruments analyzing (sales) processes and identifying activities (steps)
- 5) Understand the different forms of selling (personal, telephone, etc).
- 6) Apply the basic rules of telephone selling
- 7) Understand different entry modes into international markets
- 8) Judge different ways of selling in national and international markets

Format of course:

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

The students will learn and practice their knowledge and theory in the form of team work in class and case studies. Additionally, different instruments of Sales Management are presented, discussed and applied.

Moreover, guest lecturers will present how telephone selling is applied in practice.

The course is taught entirely in English.

Pre-Requisite skills:

- Basic skills in marketing (especially business-to-business marketing)
- Basic knowledge about organisation and management
- Intermediate English skills

Assessment: the course can only be passed, if the written exam has been passed positively ($\geq 60\%$ of points).

Cases must be accomplished in teams. The solutions will be discussed in class. Written solutions of the cases can be handed in (optional). The optional written solutions of the cases will be taken into account for the "participation grade". Moreover, there will be various group work exercises in class where active participation is required, too.

The final grade will be calculated:

Exams: 90%
Participation in class 10%

Attendance: due to the format of the course, full attendance is required.

Lecture/Seminar profile:

Sales Channels 1 – Sales Force Management (SAM2I)

Degree course	GSM
Lecturer	Mr. Bernhard Huch
Course title	Sales Channels 1 - Sales Force Management
Course code	SAM2I
Semester	2.semester
Contact hours per week	1
ECTS credits	1
Course type	Integrated course
Examinations	written exam
Language of instruction	English
Places for international students	6 (3 students per group)

Learning objectives:

The course is a comprehensive approach to Sales Management. Most relevant aspects affecting the sales people (force) and the Sales management are discussed.

By the end of the course students should be able to understand and experience the tasks and responsibilities in sales force management, i.e.:

1. Know the sales force management specific planning activities
2. Identify the best uses of compensation policies
3. Understand the process of order-to-cash
4. Know the effects and chances of complaints/claims and ways how to handle them
5. Identify the influencing factors in territory planning
6. Know the sales force specific instruments of staffing (joint visits, performance appraisal, MbO)
7. Categorize the main knowledge and skills of sales people
8. Understand non-financial means of controlling sales people
9. Be aware of the effects of inco-terms

Format of course:

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

The students will learn and practice their knowledge and theory in the form of team work in class and case studies. Additionally, different instruments of Sales Management and Sales Force Management presented discussed and applied.

Moreover, guest lecturers will present how Sales Management is applied in practice.

Pre-Requisite skills:

- Basic skills in marketing (especially business-to-business marketing)
- Basic knowledge about organisation and management
- Intermediate English skills

Grading:

Individual Assessment:

The course can only be passed, if the written exam has been passed positively ($\geq 60\%$ of points). Cases must be accomplished in teams. The solutions will be discussed in class. Written solutions of the cases can be handed in (optional). The optional written solutions of the cases will be taken into account for the "participation grade". Written solutions are not a must. Active participation can be sufficient. Moreover, there will be various group work exercises in class where active participation is required.

The final grade will be calculated:

Written exam 90%

Participation in class 10%

Attendance: Due to the format of the course, full attendance is required.

Lecture/Seminar profile:

Introduction to Sales (SAL1T)

Degree course	GSM
Lecturer	Mr. Hannes Hofstadler, Mr. Robert Füreder, Mr. Werner Makovicky
Course title	Introduction to Sales
Course code	SAL1T
Semester	2.semester
Contact hours per week	2
ECTS credits	2
Course type	Seminar
Examinations	continues assessment
Language of instruction	English
Places for international students	6 (2 students per group)

Learning objectives:

At GSM Bachelor, we are proud of our professional Sales education. This lecture is the starting point of one of the most central elements of our GSM curriculum. Many graduates know a lot about Strategy and Marketing, but only very few are able to professionally SELL at a professional level!

Format of course:

This course is designed to provide an overview of the sales process and to understand and apply negotiation skills in different situations. The course is divided into two parts:

Part I:

- We want to introduce you to the world of retail which you will come to know during the semester.
- After completion of this lecture you should be able to understand how retail business works in practice.
- You should be able to distinguish the strategies of different companies in the market and the implications of these strategies on marketing, sales and management/leadership activities of these companies.
- You should become familiar with the concept of the Sales Arch, describing the typical flow of a sales process from the contact stage to closing and post-sales activities.
- You should know how to behave as a salesperson in specific sales situations.

Part II:

- We will exercise in 2 sub- groups following the structure of the "SALES ARCH":
- Contact and build-up of relationships
- Question techniques/finding out the needs of the customer
- Product advantages and argumentation
- Counter-argumentation and how to deal with it
- Price argumentation
- Closing
- After sales
- Reclamation and long-term relationship with the customer

Pre-Requisite Skills:

- Presentation Skills
- Basic understanding of Sales and B2B Marketing

Grading:

- Class participation
- Academic Paper on a special sales topic and reflection of the training

Attendance:

Due to the format of the course, 100% attendance is required. There is no opportunity to make up for missed classed.

Lecture/Seminar profile:

Sales Channels 2&3 – Key Account Management/ Recruitment, Selection and Controlling of Sales Partners (SAM4I)

Degree course	GSM
Lecturer	Mr. Christian Stadlmann
Course title	Sales Channels 2&3 – Key Account Management/Recruitment, Selection and Controlling of Sales Partners
Course code	SAM4I
Semester	4.semester
Contact hours per week	2
ECTS credits	2
Course type	Integrated course
Examinations	continues assessment
Language of instruction	English
Places for international students	6 (3 students per group)

Learning objectives:

The students know specific ways to organize distribution channels in export-oriented companies. Therefore, the course is a comprehensive approach to Key Account Management and Sales Partner Management. The students get familiar with these two approaches and are able to apply the basic instruments in practical cases.

By the end of the course students should:

- 1) Understand the origins of and reasons for key account management
- 2) Know the different aspects of key account management
- 3) Are able to identify strategic customers
- 4) Are able to apply various instruments used in key account management
- 5) Know how to identify and establish key account teams

Regarding sales partner management the students should:

- 6) Understand the roles of sales partners in B2B
- 7) Be able to work out an instrument to select of sales partners in B2B.
- 8) Understand the different means of governing and controlling of sales partners.
- 9) Understand the concept of commitment, trust and perceived justice.

Course structure:

The content of the course is:

Key account management:

- Reasons for, aims and effects of key account management
- Strategic, organizational and personnel aspects of key account management
- Means of identifying strategic customers
- Instruments to analyse key customers
- Identification and establishment of key account teams

Sales partner management:

- Roles, tasks and aims of sales partners
- Relationship life cycle
- Exclusiveness, selective exclusiveness, universality
- Power, dependency and commitment
- Supporting and controlling of sales partners

Format of course:

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

The students will learn and practice their knowledge and theory in the form of team work in class and case studies.

Moreover, guest lecturers will present how sales partner management is applied in practice.

Pre-Requisite skills:

Introduction to Sales Organisation and Processes; Sales Channels 1 – Sales Force Management, Fundamentals of Marketing

Grading:Individual Assessment:

The course can only be passed, if the written exam has been passed positively ($\geq 50\%$ of points).

The relevant literature of the exam consists of all presented slides, articles, case studies, guest lectures and discussions of the class.

Cases must be accomplished in teams. The solutions will be discussed in class. Written solutions of the cases can be handed in (optional). The optional written solutions of the cases will be taken into account for the “participation grade”. Written solutions are not a must. Active participation can be sufficient. Moreover, there will be various group work exercises in class where active participation is required.

The final grade will be calculated:

Written exam 90%

Participation in class 10%

Attendance:

Due to the format of the course, full attendance is required.

Lecture/Seminar profile:

Political Systems in a Worldwide Comparison (ICM4I)

Degree course	GSM
Lecturer	Mr. Christoph Meißelbach
Course title	Political Systems in a Worldwide Comparison
Course code	ICM4I
Semester	4.semester
Contact hours per week	1
ECTS credits	1
Course type	Integrated course
Examinations	continues assessment
Language of instruction	English
Places for international students	3

“Once upon a time there was the Soviet Union - intercultural view of the change of the national cultures in the CIS region and Baltic States”

How and why single republics have developed so differently after the change-over.

Content and learning objectives:

This course is designed to provide an overview of country specifics in cross-cultural communication in the CIS-area in particular.

1. *Introduction, confines of regions and geographical review:*

- Formation of countries and changing of borders
 - o Baltic States: Latvia, Lithuania, Estonia
 - o Central Asia: Uzbekistan, Kyrgyzstan, Tajikistan, Turkmenistan, Kazakhstan
 - o Caucasus: Georgia, Armenia, Azerbaijan
 - o East Slavic empire: Belarus, Russia, the Ukraine
 - o Romance cultures: Moldova

Here regional affiliation of single countries as well as their connections with each other should be presented. But also how borders of single countries have changed before and after the Soviet time and which effects this changes caused for the people.

2. *Historical overview:*

- Cultural connections of single republics over time

In this section we deal with the most important milestones as well as with formation of the Soviet Union in the known size and with “the new history” of the already independent countries. In connection with certain belonging the following countries will be mentioned: Kievan Rus, Polish-Lithuanian Commonwealth, Austro-Hungarian Empire, connection of Central Asia as well as the Caucasus to Russia in 18./19. cent., Baltic connections with the history of the Northern Europe and the enforced two-steps entry of the Baltic States into the USSR. With the help of historical milestones parallels can be indicated about which people, conquerors, neighboring states etc. had influence on the resulted mentality. Thus, for example, over time Western Ukraine was influenced by various European countries like Lithuania, Poland, Austria-Hungary.

Eastern Ukraine on the opposite was always a part of the East Slavic Empire, Kievan Rus or later Russia. This can partly make clearer present discussed splitting of the country and confront differences in "character traits" of the Ukrainians in the East compared with the West.

Also wars and bloody conflicts in the fight for the independence of the single nationalities after 1991 from intercultural perspective should be introduced: for example, Moldova and Pridnestrov'e crisis, Abkhazia and South Ossetia, Chechnya and Nagorno-Karabakh; but also civil wars in Georgia and Tajikistan, revolutions as for example Tulip revolution in Kirgizstan, Orange revolution in the Ukraine and Rose revolution in Georgia as well as coup d'état in Russia in 1993.

3. *Political systems in change-over:*

- Influence on creation of collective consciousness

Where the real democracy (Baltic States) was established after the change-over or also its attempts as for example unsuccessful Orange revolution in the Ukraine; where hidden tyranny (Central Asia) still leads, and why the authoritarian style of leadership is still mostly effective in nearly all ex-republics. Local data will be compared with the reports of UNO and OSCE.

- o Also attempts of the reunion after 1991 should be mentioned, for example:
- o Planed but never built, so-called "New Union"
- o Russia and Belarus Union in form of a Confederation 1997
- o Eurasian Union: from 1994 in discussion
- o Entry of Baltic States into the EU
- o CIS change (present 10 members)
- o CSTO – Union in fight against international terrorism, extremism and drug traffic.
- o GUAM – as a counter pole against Russia
- o Eurasian economic and customs union,
- o Central Asian and Shanghai Cooperation

Besides, it would be interesting to determine which republics are members of almost all unions and which obviously never want to work together under the common roof and field.

4. *Economy:*

The following aspects should be covered:

The common property of basically not dividable country had to be suddenly fragmented, included a number of production locations of different branches in the whole great empire. In addition this also caused flamed economic crisis and hyperinflation at the beginning of the 90s. In single republics gross domestic product per capita fell around 50%, however, some of them recovered by year 2000 and other countries still lag behind.

Oil and gas reserves have quickly indicated the forerunners (+400% of economic increase during the last 20 years) of exports – Russia, Azerbaijan, Turkmenistan and Kazakhstan - however, it is not equally connected with improvement of the economic data. Thus Turkmenistan, nevertheless, occupies the last places almost in the whole ranking.

In spite of all positive forecasts, the Orange revolution of the Ukraine almost did not help with the improvement of the economic values; meanwhile the totalitarian regime of Belarus indicates a respectable economic achievement. Armenia still has the highest unemployment rates among former republics, while Georgia because of conflicts with Russia lags behind in the whole development.

Central Asian republics are according to reports the worst developed countries of the region, however, at the same time the "happiest ones".

All this will be broken down with the help of the comparative analysis of 15 republics with the following criteria:

- o GDP per capita
- o Life expectancy
- o Unemployment
- o Education level
- o Medical care

5. *Variety of the Ethnic groups and world understanding:*

- Common and different characteristics in religions and languages

Not only Russia itself is a multinational country with more than 100 nationalities, but also other 14 republics show heterogeneity. This will be put in tabular form and explained.

6. *Society:*

- Change of structures, mentality, coinage of values

The coincidence of the system also caused the fall of structures by which people guided themselves more than 78 years as well as a complete values dis- and re-orientation. Which of them still have impact on mentality of people and which have totally changed – will be discussed in this section. Also the demography will be carefully examined.

Seen demographically, collapse of the Soviet Union had almost only negative results on the development of the single regions. Most republics have lost more than 10% (exception - Azerbaijan). Also the average life expectancy has sunk almost everywhere. What governments undertake, to solve these problems, differs extremely and should be explained in detail.

7. CIS national and business cultures:

- Culture dimensions
- o Land-covering tabular comparison of cultural values
- People and mentality
- o The people
- o Traditions
- o Celebrations
- o Regional differences
- o Heroes and well-known personalities
- o Stereotypes, Do's & Don'ts, tips
- Business culture
- o Dealing with hierarchy
- o Leadership style specifics
- o Relationship versus results orientation
- o Communication and code of conduct
- o Feedback and criticism
- o Time and planning
- o Men and women: roles
- o Clothing etiquette
- o Dining and invitations
- o Gifts and motivation factors
- o Bureaucracy and corruption
- o Negotiations

Format of course:

This course provides knowledge in the field of:

- Country specific intercultural communication
- Political science (Politology)
- Social science (Sociology)
- Historical Science

Pre-Requisite skills:

Lecture: Basics of cross-cultural communication, English knowledge.

Grading:

Examination

Attendance:

75% attendance is required.

Lecture/Seminar profile:

Instruments of B2B-Marketing (BBM3I)

Degree course	GSM
Lecturer	Mr. Andreas Zehetner, Mr. Jörg Kraigher-Krainer
Course title	Instruments of B2B-Marketing
Course code	BBM3I
Semester	4.semester
Contact hours per week	2
ECTS credits	2
Course type	Integrated course
Examinations	continues assessment
Language of instruction	English
Places for international students	6 (3 students per group)

Learning objectives:

This course is a practical approach to the B2B marketing mix and those controllable marketing variables that the enterprise makes use of to satisfy the demands of the target market. By the end of the term, the students should

- know about the product as the central force of business marketing instruments. They should comprehend decisions about individual product criteria as well as
- product line and product mix decisions
- understand basic innovation processes and know how to apply them
- know the challenges, opportunities and the specific rules of B2B services
- understand the principles of branding in business marketing
- be able to apply different methods for pricing products and services
- identify different channels of distribution as the firm's bridge to the market and know
- about the distinctive advantages of different sales channels
- know the instruments of business marketing communications in a global B2B surrounding

Format of course:

This course combines theoretical input with small cases and exercises to deepen the knowledge and develop the ability to apply knowledge into practical life. The lecture will be completed by reading and discussing articles out of business and scientific journals.

The main chapters to be covered are:

- Introduction in the B2B marketing mix
- Product policy as the major instrument of B2B marketing
- Innovation and the Innovation process
- Managing B2B brands
- Service Marketing for B2B companies
- Pricing decisions
- Distribution policy and channel management
- Business marketing communications

Pre-Requisite skills:

- Skills in Marketing fundamentals (Strategic Marketing Management Process, Organizational Buying Behavior)
- Good command of English

Grading:

Active class participation and preparation is expected, including class discussions, preparation of readings and cases that are asked to prepare for discussion, chapter review questions, and other class activities.

The final grade is based on a midterm (50 PT) and a final (50 PT) written exam and might be improved by active class participation and contribution. For a positive grade, both exams together have to result in a minimum of 61 out of 100 points.

Attendance:

Due to the format of the course, a full attendance is required. There is no make up for missing class.

Lecture/Seminar profile:**Trading areas in a worldwide comparison (EXP3T)**

Degree course	GSM
Lecturer	Mr. Costa Salas Yasel José
Course title	Trading areas in a worldwide comparison
Course code	EXP3T
Semester	4.semester
Contact hours per week	2
ECTS credits	2
Course type	Integrated course
Examinations	continues assessment
Language of instruction	English
Places for international students	3

Learning objectives:

Students have to understand the different risks of the export business (commercial risk, current risk, transport risk and country risk) and should be able to apply the right instruments in order to reduce these risks. Therefore students learn different methods in order to hedge these risks, like:

- Letter of Credits
- Bank guarantees
- Private credit insurance
- Public credit insurance (ÖKB)
- Currency hedging
- Factoring
- Incoterms
- Sanctions list

Lecture/Seminar profile:

Logistics Management 3 – Distribution and Storage (10LOM E3I)

Degree course	ILM
Lecturer	Mr. Hans-Christian Graf
Course title	Logistics Management 3 – Distribution and Storage
Course code	10LOM E3I
Semester	Semester 2
Contact hours per week	2
ECTS credits	3
Language of instruction	English
Places for international students	10

Learning objectives:

This course provides an ostensive introduction into distribution and warehousing principles seen from theoretical and practical perspective.

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

- 1) understand integrate solutions for transport and warehousing
- 2) analyse pros and cons of integrated logistics solutions
- 3) understand the most important performance parameters and cost drivers in local and international distribution networks
- 4) understand how the effectiveness of distribution networks can be influenced by their structure
- 5) plan appropriate places of location for logistics operations
- 6) create an broad understanding of critical success factors for:
 - identification of supply chain components (distribution network elements)
 - selection of technical devices, processes and methods
 - tour planning and fleet management
 - warehousing and logistics technology
 - selection of the modes of transport
- 7) understand the differences of in-house operations and outsourcing

Format of course:

Throughout the course students will get methodical input by the lector of the course and shall analyse specific practical cases. They will be introduced in existing distribution and warehousing examples and will practice typical tasks like service level analysis.

Since the course emphasizes “learning by doing”, active participation is key.

Students must come to class having prepared appropriate pre agreed homework (questionnaires or calculations).

Pre-Requisite skills:

- Logical thinking and interest in logistics management
- Intermediate English skills
- Basic MS-Excel spreadsheet modelling skills

Grading:

Individual tests:

The students have to defend gained knowledge and given lecture content will be tested after the end of the course. In addition practical homework (work on business cases) and teamwork is graded, too.

Total out of practical teamwork	40
Final Test	60
Total	100

Scale of marks

0 - 60 = 5 (failed)

61 - 70 = 4

71 - 81 = 3

82 - 92 = 2

93 -100 = 1 (excellent)

Attendance:

Due to the format of the course full attendance is required. There is no make up for missed classes.

Lecture/Seminar profile:

Business Studies Fundamentals 2 (BB 10BST E2I)

Degree course	ILM
Lecturer	Mr. Roberto Zazzara, Mr. Georg Loisel
Course title	Business Studies Fundamentals 2
Course code	BB 10BST E2I
Semester	Semester 2
Contact hours per week	2
ECTS credits	3
Language of instruction	English
Places for international students	10

Learning objectives:

The goals and objectives of this course are twofold:

- 1) Students will develop their language skills in particular with regards to their Business English. Business terms will be acquired throughout the course and applied in conversational settings, group discussions, presentations as well as in written papers.
- 2) Students will discuss and reflect various business related topics, thus develop their understanding for managerial problems from a practical point of view.

After the course, the students will be more fluent in their use of the English language. They will have a clear understanding of the mentioned terms and they will have actively applied these terms in various contexts and settings. They will have deepened their applied comprehension of business issues.

Course design:

The course consists of 4 sessions of 5 teaching-units each.

In each session the case studies will be discussed in plenary and group sessions with a clear focus on the above mentioned learning objectives. Between session 1 / 2 and 3 / 4 an assignment has to be worked out and presented in the session. Elements of peer learning and peer coaching will be included.

Pre-Requisite skills:

Intermediate English Skills

Grading:

Grades will be based on:

Contributions made by the students during the sessions: 50%

Quality of the papers and other input assigned during the course: 50%

Attendance:

According to the university regulations a physical presence of min. 80% of the total course duration is a must. Students, who miss sections of the course, will be assigned a substitute task of equivalent work-load.

Lecture/Seminar profile:**Intercultural Management (10INB E1V)**

Degree course	ILM
Lecturer	Ms. Isabella Maria Boitllehner
Course title	Intercultural Management
Course code	10INB EV1
Semester	Semester 2
Contact hours per week	2
ECTS credits	3
Language of instruction	English
Places for international students	20 (10 students per group)

Contents:

- Internationalization and globalization of the economy
- Entrepreneurial challenges in international businesses
- Development, goals and tasks of intercultural management
- Intercultural business strategies and management forms
- Parameters for success and failures
- Intercultural HR-management and legal issues in foreign business activities

Lecture/Seminar profile:

English Fundamentals 2 (10ENG E2U)

Degree course	ILM
Lecturer	Ms. Sarah Ann Grafinger, Mr. John Wynne
Course title	English Fundamentals 2
Course code	10ENG E2U
Semester	Semester 2
Contact hours per week	3
ECTS credits	3
Language of instruction	English
Places for international students	20 (5 students per group)

Learning objectives:

By the end of the term students should:

1. reactivate and consolidate linguistic competence in all skills extend vocabulary range in both business and general English
2. improve knowledge and manipulation of grammatical structures
3. be able to understand a wide range of demanding, lengthy texts on the subject areas covered and other general interest and business related content
4. be able to understand reports from authentic sources in spoken English
5. be able to conduct formal correspondence and compile essays in an appropriate style and register
6. achieve confidence and fluency in both formal and informal spoken English
7. demonstrate professional presentation skills in English

Format of course:

Students focus on the following topic areas:

- human resources: performance evaluation, recruitment, payroll management, training and development, conflict resolution, workforce diversity, career management
- organizations: flexibility, decision-making process, worker autonomy and authority, work space, longevity, team building
- change: in work force, initiating, agent, small, gradual, complete, implementing, keeping resistance to a minimum, seen as opportunity

The course aims to focus on extension of competence in all relevant language skills whereby needs of individual groups will be taken specifically into account. In the context of the above topics the following skills are practised:

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

The following language areas are covered / reviewed:

- continuous forms of tenses
- prefixes with verbs
- idioms with 'track'
- synonyms
- adjective plus past participle
- discourse markers

- paired comparatives
- paired structures
- specific frequently occurring problems and errors resulting from mother tongue interference

In addition to practising their language skills in the context of the topics listed above, students will read and discuss a book.

Pre-Requisite skills:

Upper Intermediate English Skills

Grading:

Composition of Final Grade:

- 20% average grade from 3 tests during semester (this grade will be adjusted downwards by ten percentage points if homework assignments are not completed regularly and punctually).
- 20% oral exam

Final Written Exam

- 20% listening comprehension
- 20% reading comprehension and cloze
- 20% writing task

Grading scale in term of percentage

- 50+ = 4
- 66+ = 3
- 76+ = 2
- 86+ = 1

Written Exam

The grade will be based on an average score.

Attendance:

A minimum attendance of 75% is required for students to be awarded a grade for the course. 100% attendance is expected and absences should be excused in advance if possible to facilitate lesson planning.

Required Text:

Intelligent Business Advanced (Units 3-5)

Tonja Trappe & Graham Tullis

ISBN: 0-978-1-4082-5597-1

Lecture/Seminar profile:

2. Foreign Language Fundamentals 2 – Russian/Spanish (10FS2 E2I)

Degree course	ILM
Lecturer	Ms. Svetlana Maleev (Russian)/Ms. Dalianys Martinez Machado, Ms. Beatriz Ruberte Pomar (Spanish)
Course title	2. Foreign Language Fundamentals 2 – Russian/Spanish
Course code	10FS2 E2I
Semester	Semester 2
Contact hours per week	2
ECTS credits	3
Language of instruction	German
Places for international students	Russian – 5/Spanish – 10 (5 students per group)

Content:

- Practice of grammatical structures and their application in everyday situations
- Improve speaking, writing, listening and reading comprehension (summarize topics and express own opinion to this topic)
- Simple standard situations in occupational everyday situations
- Completion of the topics necessary for language acquisition

Lecture/Seminar profile:

Logistics Technology 1 (10LOT E1V)

Degree course	ILM
Lecturer	Mr. Hans-Christian Graf
Course title	Logistics Technology 1
Course code	10LOT E1V
Semester	Semester 4
Contact hours per week	2
ECTS credits	3
Language of instruction	English
Places for international students	20 (10 students per group)

Learning objectives:

Since the course “Logistics Management 3 – Warehousing and Distribution” provided some overall introductions into the fields of “Logistics Technologies” this course provides a more comprehensive overview of important equipment and technologies used in logistics operations.

Such management tools include topics like: state-of-the-art object identification, automated material handling and the information management in warehouses.

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

- 1) identify criteria for the right selection of material handling equipment and information management tools in warehouses
- 2) decide on investments of alternative logistics technologies for warehousing and material handling
- 3) plan, design or improve warehousing processes like intake, picking and outtake
- 4) know key facts about packing technologies
- 5) equip and automate company internal transports, buffers and storages
- 6) understand identifications technologies like Barcode and RFID
- 7) execute calculations for different business cases
- 8) develop strategic thinking and skills in process design of warehouse operation
- 9) develop implementation skills for:
 - selection of technical devices
 - layout and design criteria
 - focusing on performance, capacity and cost
 - maintenance and operation
 - supporting equipment like pallets, cases, containers
 - green technologies like reusable packing

Format of course:

Throughout the course students will be introduced in existing technologies and will practice typical tasks like fact finding and strategic thinking, investment planning and workflow analysis.

Since the course emphasizes “learning by doing”, active participation is key.

Students must come to class having prepared appropriate pre agreed homework.

Pre-Requisite skills:

Pass of LOME3I “Logistics Management 3 – Warehousing and Distribution”

Basic skills in process analysis and understanding of commercial cornerstones.

- Intermediate English skills
- Basic MS-Excel spreadsheet modelling skills

Grading:Individual tests:

The understanding of all touched fields of the course will be verified 2-4 weeks after the course.

Identification technologies	40
WM – systems and material handling	50
Container and packing technology	10
Total	100

0- 60 = 5 (failed)

61- 70 = 4

71- 80 = 3

81- 90 = 2

91-100 = 1 (excellent)

Attendance:

Due to the format of the course, full attendance is required.

There is no make up for missing class.

Lecture/Seminar profile:

English Advanced 3 (10ENG V3U)

Degree course	ILM
Lecturer	Ms. Lutfeeia Linninger, Ms. Kathrin Mair, Mr. Jonathan Charles Bamford, Ms. Irene Kapl
Course title	English Advanced 3
Course code	10ENG V3U
Semester	Semester 4
Contact hours per week	2
ECTS credits	2
Course type	Tutorial
Examinations	written exam
Language of instruction	English
Places for international students	20 (5 students per group)

Learning objectives:

By the end of the term students should:

1. reactivate and consolidate linguistic competence in all skills. There will be a specific focus on extending reading competence
2. extend vocabulary range in both business and general English
3. improve knowledge and manipulation of grammatical structures
4. be able to understand nuances of meaning in complicated texts on the subject areas covered and other general interest content
5. be able to conduct formal correspondence and compile essays, articles and reports in an appropriate style and register
6. improve their listening skills
7. speak the English language with increased confidence and fluency.
8. participate actively in discussions with only occasional need for clarification.
9. demonstrate professional presentation skills in English

Format of course:

Students focus on the following topic:

- Business start-ups
- Resources

The course aims to focus on extension of competence in all relevant language skills whereby needs of individual groups will be taken specifically into account. In the context of the above topics, the following skills are practiced:

- reading (skimming, scanning, reading for specific information; identifying opinion, tone, purpose, main idea, implication, attitude, text organization features, exemplification, comparison, reference, cohesion and coherence)
- speaking (interactively in pairs and groups: discussions and collaborative problem solving) and presentations skills.
- writing (formal and informal articles, reports, letters, memos and faxes)
- listening (a variety of note-taking and true / false or a range of multiple choice/ multiple matching question tasks)
- guessing unfamiliar vocabulary from context
- approaching open multiple choice lexical cloze, structural cloze, and register cloze
- vocabulary building and word formation (using prefixes, suffixes and changing spelling to form different parts of speech)
- error correction (identifying errors in grammar, spelling and punctuation)

Students make presentations to and compile language study materials for their peers and lead discussions on topics of interest to them.

The following language areas are covered / reviewed:

- verbs preposition combinations
- expressions with and
- third conditional
- adverb – adjective collocations
- like and as
- future perfect
- verb - noun collocations

Other language areas will also be focussed on depending on the needs of the group.

In addition to practicing their language skills in the context of the topics listed above, students may read and discuss a novel.

Pre-Requisite skills:

Year 1 English

Grading:

Composition of Final Grade:

20% average grade from 2 tests during semester
20% oral exam

Final Written Exam

20% listening comprehension
20% reading comprehension
20% writing

Grading scale in term of percentage

50+ = 4
66+ = 3
76+ = 2
86+ = 1

Written Exam

Students must pass all sections of the written exam and complete all tests and homework assignments in order to obtain a positive grade for the semester.

Attendance:

A minimum attendance of 75% is required for students to be awarded a positive grade for the course. 100% attendance is expected and absences should be excused in advance if possible to facilitate lesson planning.

Required Text:

Intelligent Business Advanced (Units 6-7 incl.)

Tonja Trappe & Graham Tullis

ISBN: 0-582-84809-1 Units (6-7 incl.)

Lecture/Seminar profile:

2. Foreign Language Advanced 4 – Russian/Spanish (10FS2 V4I)

Degree course	ILM
Lecturer	Ms. Maleev (Russian)/Ms. Alessandrini (Spanish)
Course title	2. Foreign Language Advanced 4 – Russian/Spanish
Course code	10FS2 V4I
Semester	Semester 4
Contact hours per week	2
ECTS credits	3
Language of instruction	German
Places for international students	Russian – 5/Spanish – 10 (5 students per group)

Contents:

- Extension of grammatical basic structures (subjunctive-present tense, sub-ordinate clause, relative pronoun and their application in indicative and subjunctive)
- Topics like cohabitation, emotions, opinions in relation to issues in society, family and work
- Regional and cultural studies (Latin America and Spain / Russia)

Lecture/Seminar profile:

Special chapters of Marketing and E-Business with Theory of Scientific Working (M-SKMEBV14S)

Degree course	MEB
Lecturer	Ms. Elke Oberhuber, Mr. René Riedl, Mr. Gerald Petz, Mr. Philipp Gamper
Course title	Special chapters of Marketing and E-Business with Theory of Scientific Working
Course code	M-SKMEBV14S
Semester	Semester 4
Contact hours per week	2
ECTS credits	2
Language of instruction	English
Places for international students	Minimum 5 (otherwise not available for incoming students)! Maximum 10

Learning objectives:

- Fundamentals of academic writing
- Current issues and problems in selected areas of marketing, e-marketing, electronic business and information and Internet technologies.

Requirements:

- Essay
 - Min. 8 – max. 12 pages according to styleguide
 - Min. 3 paper from electronic databases (e.g. ACM, EBSCO, etc.)
 - Topic according to list
- Intermediary presentation
Exactly 1 Slide for
 - Problem statement
 - Objective
 - Research questions
- Review
You are going to review one other essay.
- Final presentation
 - Presentation of your essay
 - Presentation of your review

Topics:

- Marketing, Brand Management
- Human Computer Interaction
- Online-Marketing
- Web, Mobile, E-Commerce

Appointments, Content

Term 1

- Kick off
- Input Theory of Science

Term 2

- Individual discussions with lecturer
- Individual appointments/virtual

Term 3

- Intermediary presentation

Term 4+5

- Work phase, no appointment

Term 6

- Final presentation and review

Grading

Essay	50%
Preparation of Review	30%
Final Presentation	20%

For a positive assessment of the course at least 60% of the total number of points has to be reached.

Literature:**Books**

- Backhaus et al. Multivariate Analysemethoden. 2008.
- Bortz, Döring. Forschungsmethoden und Evaluation. 2005.
- Chaffey: E-Business and E-Commerce Management. Strategy, Implementation and Practice. 2009.
- Karmasin, Ribing. Die Gestaltung wissenschaftlicher Arbeiten. 2009.
- Swales, Feak. Academic writing for graduate students. 2008.

Journals

- HMD - Praxis der Wirtschaftsinformatik
- IM Information Management & Consulting
- Marketing - Zeitschrift für Forschung und Praxis
- Wirtschaftsinformatik

Databases

- ACM
- EBSCO
- Emerald
- IEEE
- WISO
- SpringerLink
- ...

Lecture/Seminar profile:

B English 2 (B ENG E2U)

Degree course	PMT
Lecturer	Ms. Irene Kapl, Mr. Mawell Almon Sanders, Ms. Karin Ertl
Course title	B English 2
Course code	B ENG E2U
Semester	Semester 2
Contact hours per week	3
ECTS credits	3
Language of instruction	English
Places for international students	6 (2 students per group)

Learning objectives:

By the end of the term students should:

1. reactivate and consolidate linguistic competence in all skills. There will be a specific focus on extending reading competence
2. extend vocabulary range in both business and general English
3. improve knowledge and manipulation of basic grammatical structures
4. be able to understand complicated texts on the subject areas covered and other general interest content
5. improve their listening skills
6. be able to conduct formal correspondence and compile essays in an appropriate style and register
7. gain confidence and fluency in both formal and informal English
8. demonstrate professional presentation skills in English

Format of course:

Students focus on the following topic areas:

- Change
- Governance
- Responsibility
- organisations and working in teams
- giving and receiving feedback in presentations

The course aims to focus on extension of competence in all relevant language skills whereby needs of individual groups will be taken specifically into account. In the context of the above topics the following skills are practiced:

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

The following language areas are covered / reviewed:

- review of tenses
- articles
- used to and would
- specific frequently occurring problems and errors resulting from mother tongue interference

In addition to practicing their language skills in the context of the topics listed above, students may read and discuss a novel.

Pre-Requisite skills:

Intermediate English skills

Grading:

Composition of Final Grade:

20% average grade from 3 tests during semester
20% oral exam

Final Written Exam

20% listening comprehension
20% reading comprehension and cloze
20% writing task

Grading scale in term of percentage

50+ = 4
66+ = 3
76+ = 2
86+ = 1

Written exam

Students must pass **all four** sections of the written exam in order to pass the semester.

Attendance:

100% attendance is expected and absences should be excused in advance if possible to facilitate lesson planning.

Required text:

Intelligent Business Advanced (Units 3,4,5)

Tonja Trappe

ISBN: 0-978-1-4082-5597-1

Lecture/Seminar profile:

Marketing 1 (MAR E1V)

Degree course	PMT
Lecturer	Mr. Jörg Kraigher-Krainer
Course title	Marketing 1
Course code	MAR E1V
Semester	Semester 2
Contact hours per week	2
ECTS credits	3
Language of instruction	English
Places for international students	10

Learning objectives:

Students should

- become familiar with the terms necessary to understand the functioning of markets and customers
- know the principles of customer focused Management
- be able to define Marketing and Marketing Management
- understand how customers decide and behave
- understand the difference between BtoB and BtoC Marketing
- consider the internal and external factors, which shape pricing and the opportunities to respond on competition pricing
- assess the role of integrated marketing communication

Format of course:

The lecture is integrated and works with a mix of talk and plenary discussion. The thematic focus is on:

- Introduction into the field
- Social Responsibility and Marketing Ethics
- Decision Making of BtoB Customers and Final Consumers
- Handling Marketing Information
- Customer Relationship Management
- Pricing Strategy and Pricing Policy
- Distribution
- Integrated Marketing Communications

Note that there will be an advanced Marketing lecture specifically dealing with products, branding and, innovation management!

Pre-Requisite skills:

None

Grading:

The final grade is determined by the components:

- Final Exam with up to 90 points (min.: 46)
- Lecture Hall Contribution with up to 10 points (min.: 6)

Attendance:

At least 80%

Lecture/Seminar profile:

Sales Management and Customer Relationship Marketing (MAR E2V)

Degree course	PMT
Lecturer	Mr. Klemens Dolzer
Course title	Sales Management and Customer Relationship Marketing
Course code	MAR E2V
Semester	Semester 2
Contact hours per week	2
ECTS credits	3
Language of instruction	English
Places for international students	10

Learning objectives:

The course is a comprehensive approach to Sales Management and Customer Relationship Marketing - including distinct forms of sales systems and organizations, and the approach to Key Account Management and Customer and Partner Relationship Marketing.

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

1. Understand classical models of sales systems
2. Analyze the success of a sales organization
3. Judge different ways of selling in national and international markets
4. Know the concept of Customer Relationship Marketing
5. Know different manifestation how customer relationship marketing can be realized in the daily business.
6. Understand the major pillars of partner relationship management
7. Know the reasons for, aims and effects of Key Account Management
8. Judge the different means of identifying strategic customers
9. Apply various instruments to analyze key customers
10. Use various instruments of strategic customer development
11. Identify and establish a Key Account Team

Format of Course:

This course integrates elements of a lecture with the practical application of tools and instruments used in Sales Management, Customer Relationship Management and Key Account Management.

The students will learn and practice their knowledge and theory in the form of team work in class and case studies. Additionally, different instruments of Sales Management, Customer Retention Management and Key Account Management are presented, discussed and applied. The course is taught entirely in English.

Pre-Requisite Skills:

- Basic skills and knowledge in marketing (especially business-to-business marketing)
- Basic knowledge about organization and management
- Intermediate English skills

Grading:**Individual Assessment:**

The course can only be passed, if the written exam has been passed positively ($\geq 50\%$ of points).

Cases must be accomplished in teams. The solutions will be discussed in class. Moreover, there will be various group work exercises in class where active participation is required.

The final grade will be calculated:

Written exam 90%

Participation in class 10%

Attendance:

Due to the format of the course, full attendance is required.

Lecture/Seminar profile:

B English 4 (B ENG V4U)

Degree course	PMT
Lecturer	Ms. Karin Ertl, Mr. Michael Dean
Course title	B English 4
Course code	B ENG V4U
Semester	Semester 4
Contact hours per week	3
ECTS credits	3
Language of instruction	English
Places for international students	4 (2 students per group)

Learning objectives:

By the end of the term students should:

1. continued focus on consolidation of linguistic competence in all 5 skills.
2. engage in intensive reading and writing practice
3. extend vocabulary range in both business and general English
4. improve knowledge and manipulation of basic grammatical structures and features of style and register
5. be able to understand and analyse more complex subject related texts
6. improve their listening skills
7. be able to conduct formal correspondence and compile essays in an appropriate style and register
8. gain confidence and fluency in both formal and informal English
9. demonstrate professional presentation skills particularly in relation to statistics and figures
10. give linguistic feedback to peers

Format of course:

Students focus on the following topic areas:

- set text (Micro credit)
- individual student generated topics
- E-marketing
- Risk
- Misconduct
- development
- presentations

The course aims to focus on extension of competence in all relevant language skills whereby needs of individual groups will be taken specifically into account. In the context of the above topics the following skills are practised:

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

In addition to practising their language skills in the context of the topics listed above, students may read and discuss a novel or other selected literature.

Pre-Requisite skills:

Upper intermediate English skills

Grading:**Composition of Final Grade:**

20% average grade from 3 tests during semester
20% oral exam

Final written exam

20% listening comprehension
20% reading comprehension and cloze
20% writing task

Grading scale in term of percentage

50+ = 4
66+ = 3
76+ = 2
86+ = 1

Attendance:

A minimum attendance of 75% is required for students to be awarded a grade for the course. 100% attendance is expected and absences should be excused in advance if possible to facilitate lesson planning.

Required Text:

Intelligent Business Advanced (Units 9, 10, 11, 12)

Tonja Trappe

ISBN: 0-978-1-4082-5597-1

Lecture/Seminar profile:**Marketing 2 (B MAR E2V)**

Degree course	PMT
Lecturer	Mr. Jörg Kraigher-Krainer
Course title	Product Marketing
Course code	B MAR E2V
Semester	Semester 4
Contact hours per week	2
ECTS credits	2
Language of instruction	English
Places for international students	10

Learning objectives:

Students should be able to

- organize and manage the product portfolio
- understand the role of innovation in product policy
- manage products*markets opportunities
- take into consideration service innovation potentials
- consider further aspects such as packaging, branding, intellectual property issues

Format of course:

The lecture is integrated and works with a mix of talk and plenary discussion. The thematic focus is on:

- Innovation management and operations management
- Analysing markets (competitors, buyers)
- Portfolio management, innovation, variation, elimination
- Positioning a product
- Product and brand strategy
- New product development
- Design and packaging
- New service innovation

Pre-Requisite skills:

Marketing Basics

Grading:

The final grade is determined by the components:

- Final Exam with up to 80 points (min.: 41)
- Lecture Hall Contribution with up to 20 points (min.: 11)

Attendance:

At least 80%

Literature:

Trott (2012): Innovation Management and New Product Development

Lecture/Seminar profile:

Human Resources Management (B MANV3I)

Degree course	PMT
Lecturer	Ms. Monika Pleschinger
Course title	Product Marketing
Course code	B MANV3I
Semester	Semester 4
Contact hours per week	2
ECTS credits	2
Language of instruction	English
Places for international students	10

Learning objectives:

This course is designed as an introduction to the management of human resources. By the end of the term students should be able to:

- understand the importance of proper strategic and operational HR-management
- develop an understanding of different strategic and cultural settings which lead to various personnel policies
- understand examples of the legal structure of Austrian legal regulations, their usefulness and their restrictions in comparison to other countries
- know about personnel planning and necessary instruments, such as detailed job descriptions, job profiles and forecasting systems
- understand the process of recruiting in regard to psychological, economical and quality viewpoints
- develop a detailed knowledge about the process of employee selection incl. employer branding activities
- distinguish and choose proper selection methods in accordance with job requirements
- be prepared to establish professional tools of employee integration
- be familiar with the basics of personnel development and performance management
- be able to pick a compensation strategy for employees which claims to be appropriate concerning the strategic implications of a job
- have an understanding of early warning indicators in personnel management and their implications in real life management.

Format of course:

This course addresses fundamental issues in human resources management providing contents in the field of:

- Strategic HR Management
- Challenges and trends in HRM
- Corporate Culture and Employee Relationship
- Austria's legal structure in HRM and working laws

Pre-Requisite skills:

None

Grading:

Exam 50 % = 50 points

Case Study Recruiting 20 % = 20 points

Case Study Performance Management 20 % = 20 points

Collaboration 10 % = 10 points

You have to reach at least 50 % of the exam to get a positive grade (that means 25 points of 50).

88,0 – 100,0 points in total 1

75,5 – 87,5 2

63,0 – 75,0 3

50,5 – 62,5 4

Attendance:

Obligatory

Lecture/Seminar profile:**Economics (BB-M-ECO)**

Degree course	GSMM
Lecturer	Mr. Wolfgang Schwaiger
Course title	Economics
Course code	BB-M-ECO
Semester	2.semester
Contact hours per week	3
ECTS credits	5
Language of instruction	English
Places for international students	5

Learning outcome:

The graduate is able to analyse and understand tendencies and developments in modern and developing economies.

She/he is able to apply this knowledge in concrete business situations.

Content:

Economical conditions like growth, inflation, domestic and foreign investment and their dependency on local conditions. Possibilities of states, national banks...to influence these conditions.

Lecture/Seminar profile:**Finance and Accounting (BB-M-FAA)**

Degree course	GSMM
Lecturer	Mr. Meneder / Ms. Niederhuemer
Course title	Finance and Accounting
Course code	BB-M-FAA
Semester	2.semester
Contact hours per week	2
ECTS credits	3
Language of instruction	English
Places for international students	3

Learning outcome:

The graduate understands the managerial framework of financial analysis, planning, and control; uses financial ratios to analyze a firm's financial performance and credit worthiness (customers, competitors, M&A targets, etc.); knows the components of a budget and a balance sheet; is able to take logical conclusions out of the analysis of balance sheets;

Content:

Principles of managerial finance; Financial statements and analysis. Balancing and linking short-term financial objectives and longterm strategic objectives.

Preparing a firm's budget with focus on the sales plan (revenues, advertising-, promotion-, distribution-, and selling expenses).

Analysing the balance sheet of companies

Lecture/Seminar profile:**Organisational Behavior / Change Management (BB-M-OCM)**

Degree course	GSMM
Lecturer	Mr. Harald Jauschnig
Course title	Organisational Behavior/Change Management
Course code	BB-M-OCM
Semester	2.semester
Contact hours per week	2
ECTS credits	5
Language of instruction	English
Places for international students	3

Learning outcome:

The graduate has a deepened cultural understanding about the behavior of employees from different hierarchical positions and fields as well as about other organisations in foreign countries; masters objectives oriented coordination and guidance of international terms and projects; can communicate, launch, accompany, and finalize necessary changes within the company, reflecting on possible – internal and external – resistance to change.

Is able to understand the consequences of organizational structures to the practical operations of a company.

Content:

Basics of Change Management; Radical Change and Organizational Development; Resistance to Change; Change patterns, system sustainers; Homeostatic principles and learning theory; Methods of Intervention and Intervention techniques; Practical programs (continuous improvement, BPR,...).

Traditional Organization theory, Lean Management, and Virtual Organization.

Lecture/Seminar profile:**Austrian Culture and Civilization (INC-ACC)**

Degree course	International Office
Lecturer	Ms. Manuela Holzer
Course title	Austrian Culture and Civilization
Course code	INC-ACC
Term	Winter and summer semester
Contact hours per week	2
ECTS credits	4
Language of instruction	English
Places for international students	20

Learning objectives:

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

Format of course:

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

Prerequisites:

None

Grading:

written exam, 2 hours, end of term (70%)
presentation (group work); tasks (30%)

Attendance:

80% attendance obligatory

Lecture/Seminar profile:

Applied Corporate Finance for Valuation (INC-ACFV)

Degree course	International Office
Lecturer	Mr. Valentinuz Giorgio (Guest lecturer from University of Triest, Italy)
Course title	Applied Corporate Finance for Valuation
Course code	INC-ACFV
Term	Summer semester
Contact hours per week	1
ECTS credits	2
Language of instruction	English
Places for international students	25

Learning Objectives:

The course aims to introduce students to the major concepts of corporate finance for the evaluation of industrial enterprises, in search of the "intrinsic value".

Students will have an initial idea of the functioning of the capital markets and the reasons why it is necessary or desirable to know the value of the company. Also, they can understand the difference between price and value.

During the course, will also be presented evaluation reports of listed companies, produced by investment banks.

A focus will be devoted to start-up companies' evaluation.

Learning Content:

Specifically, the main contents taught will be:

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

Format of Course:

Learning content will be presented using power-point slides.

Cases, exercises and evaluation reports should lead to an in-depth understanding of the content of the course.

Pre-Requisite Skills:

- Basic skills in Accounting (Balance Sheet, Income Statement, Cash Flow Statement)
- Core competencies in Finance (Time value of money, capital budgeting criteria)
- Intermediate English skills

Literature:

- Lecturer powerpoint slides
- Book chapters provided by the lecturer:

- From Jerald E. Pinto, CFA, Elaine Henry, CFA, Thomas R. Robinson, CFA, and John D. Stowe, CFA, Equity Asset Valuation, Second Edition, CFA Institute Investment Books, 2010:
 - Chapter 4 – Free Cash Flow Valuation
 - Chapter 5 – Residual Income Valuation

Grading:

Composition of Final Grade:

- 100% final written exam (approximately 1 ½ hours)

The course can only be passed, if the written exam has been passed positively (>45% of points). The final written exam is based on multiple choice and true and false questions; questions can involve theoretical aspects and practical examples.

Attendance:

Due to the format of the course, full attendance is expected.

Lecture/Seminar profile:

Conflict Management (INC-CM)

Degree course	International Office
Lecturer	Ms. Jutta Höllriegl
Course title	Conflict Management
Course code	INC-CM
Term	Winter and summer semester
Contact hours per week	2
ECTS credits	3
Language of instruction	English
Places for international students	20

Learning objectives:

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

Content:

This seminar aims at achieving tools for handling different kinds of conflicts in different fields of life (living together, different nationalities, working together, etc.). It ranges from cognitive understanding to practical exercises and “field studies” of actual conflicts; the ultimate goal is to know what to do and how to solve / ease a conflict-ridden situation:

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

Prerequisites:

None

Grading:

The grade consists of active and constructive participation – asking questions, sharing experiences, making comments - in the seminar as well as in the case studies where the role of a conflict manager is being practiced.

(Sleeping is definitely a reason for downgrading).

Attendance:

80% attendance obligatory

Lecture/Seminar profile:

Cases in Operational Finance (INC-COF)

Degree course	International Office
Lecturer	Ms. Carol Edwards (Incoming professor from BCIT)
Course title	Cases in Operational Finance
Course code	INC-COF
Term	Summer semester
Contact hours per week	1
ECTS credits	2
Language of instruction	English
Places for international students	15

Learning objectives:

The objective of this course is to provide participants with a thorough understanding of the basics of financial management.

Finance involves managing the monetary resources of an organization. Financial management means applying general management principles (planning, organizing, directing and controlling) to the financial activities of an enterprise to create optimal efficiency of operations.

The critical elements of financial management include: securing a regular and adequate supply of funds for the organization; ensuring that those funds are sourced with a reasonable cost of capital and then intelligently utilized; choosing the optimal debt to equity ratio (the capital structure decision); allocating sufficient funds to support current assets and day-to-day operations to assure short-run success (the working capital decision); making investments in fixed assets to assure long-run success (the capital budgeting decision); determining the appropriate reinvestment rate / payout ratio for profits (the dividend decision); and risk management, including ethical behaviour, corporate governance, and providing a fair risk/return trade-off to the firm's shareholders.

In this course, you will learn (i) how to turn data into information; (ii) about tools and resources which will help you to control financial activities, manage change, improve performance, and create value; and (iii) how to develop the type of insights which will make you a strategic-decision maker.

Finance is divided into two areas of expertise: (1) Short-term financing (sometimes referred to as operational finance – the working capital decision), and (2) Long-term financing (also known as structural or corporate finance – the capital structure decision and the capital budgeting decision).

During this course you will learn how to analyze and diagnose short-term funding needs and discuss short-term financing as well as financial structure.

Content:

This course is centred on decision-making. You will have to solve cases by applying your financial knowledge.

You will be asked to analyze the issues, diagnose the problem(s), recommend solutions, and defend your proposed plan of action.

The best way to learn finance is by 'getting your hands dirty': preparing the cases, defending your analysis, and making recommendations.

Prerequisites:

None

Business/Data Analytics and This Course:

Next, this course will draw heavily on Excel models which have already been prepared for you.

This course recognizes and incorporates the mega-trend in business towards business/data analytics in which every firm will have access to programs such as Tableau © and Qlik © to massage information and to create models which will allow that firm’s management to predict trends so as to:

- improve sales,
- use capital/labour more efficiently and reduce costs,
- comply with regulations,
- detect fraud, and
- manage risk.

This ability to quickly and effectively create value out of data will be a source of tremendous competitive advantage for those managers who can develop the skills necessary to filter massive amounts of information to find the actionable ideas.

This new way of managing involves two critical steps which are mimicked in the case analysis you will be engaged in:

Business / Data Analytics	Case Analysis
<ul style="list-style-type: none"> • Determine appropriate data sets for analysis and ensure that data is being properly captured and stored for future use. 	<ul style="list-style-type: none"> • The data provided in the case is the appropriate data set for analysis. For each case it will be captured and stored for you in a fully functional Excel model.
<ul style="list-style-type: none"> • Define parameters for interrogating the data generating results (outputs) which may be analyzed and compared for actionable ideas. 	<ul style="list-style-type: none"> • For each case, the Excel model will have input cells which will allow you to interrogate the case data and to see how various assumptions might impact a firm’s future (the outputs). By changing the inputs, you will be able to compare outputs under various assumptions about firm behaviour. The results of your analysis will produce actionable ideas.

However, because of the complexities underlying business analytics, most managers will rely upon a data analytics department, or an outside consulting firm, to collect and shape the data and to design with specialized tools the methods for appropriately utilizing the supplied inputs to generate the analytical outputs essential to making data-driven decisions.

Most firm managers will not be working at the level of designing the business model used by the firm and the collection of the input data. Instead they will focus on developing the appropriate questions to interrogate the data and the intelligent use of any outputs derived from models which have been created by experts to structure and analyze the underlying data.

This is the direction your role as a manager will be heading over the next decade and this is the key concept which underlies the analytical part of this course.

For this course, you do not need to know how to build a model, create formulas/functions, or to design analyses. But you do need to be able to intelligently read and use an Excel model (understand the inputs / outputs and how they were derived to avoid errors and GIGO) to generate the relevant questions about the case situation (analysis/forecasting), to develop ideas about the case issues (analysis / forecasting and data integration), and to come-up with an optimal solution to those issues (data integration and synthesis).

However, an intelligent sensitivity analysis may give you additional insights into the numbers generated by each of the provided models.

This is important information which you may wish to briefly discuss in your action plan.

Attendance:

80% attendance obligatory

Lecture/Seminar profile:

Capital Budgeting (INC-FIN3)

Degree course	International Office
Lecturer	Mr. Javier Valero
Course title	Capital Budgeting
Course code	INC-FIN3
Contact hours per week	2
ECTS credits	4
Language of instruction	English
Places for international students	25

Learning Objectives:

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

Course Organisation:

The course combines theory, and exercises. The students have to prepare exercises almost every week as homework. The exercises will be presented by the teacher during the lecture and discussed together.

Grades:

At the end of the semester there is a written examination. For a positive grade the student must reach at least 21 points.

Points	Grade
38-40	1
33-37	2
27-32	3
21-26	4
0-20	5

You have the chance to collect “bonus points” by your participation in the class (at maximum 4 points). Bonus points are given especially for the solution of the prepared examples.

Attention: Bonus points only count for the first exam. In the case of a 2nd examination the bonus points expire.

Attendance:

To be able to pass the subject an attendance of at least 75% is necessary.

Lecture/Seminar profile:

International Buyer's Behavior (INC-IBB)

Degree course	International Office
Lecturer	Mr. Jörg Kraigher-Krainer
Course title	International Buyer's Behavior
Course code	INC-IBB
Term	Winter and summer semester
Contact hours per week	2
ECTS credits	4
Language of instruction	English
Places for international students	25

Learning objectives:

Gaining insights into decision processes of buyers has become a crucial marketing discipline as a deeper understanding of customer's needs and wants substantially contributes to all marketing investments from strategic considerations to operational actions. Due to the increasing importance of international business and understanding of the differences and communalities of cultures in purchase decisions has emerged to another "hot spot" within this field of research. Correspondingly, the lecture focuses on these both topics, (1) general findings on purchase decision making and information processing and (2) intercultural aspects of decisions.

Students should:

- Be able to understand the psychological patterns that cause and shape a certain buying decisions depending on the product or service in hand;
- Become familiar with the differences and similarities of private vs. purchase decisions as well as the differences and similarities of a single persons decision making vs. the influence of reference groups, opinion leaders and promoters;
- Appreciate the importance of differences in the behavior of different cultures
- Develop a holistic understanding of the challenge to sell products and services to different cultures and subcultures following the claim: "think global, act local".

Format of course:

The lecture gives an overview of the principles of buyer's behavior in general, the differences in selected regions of the world and how these differences affect marketing and branding:

- Introduction in Buyer Behavior
- Perception
- Learning and Memory
- Emotion and Motivation
- Values and the Self
- Perceived Risk and Cognitive Learning
- Individual Decision Making
- Group Influences and Opinion Leadership
- Organizational and Household Decision Making
- Income and Social Class
- Ethnic, Racial and Religious and Age Subcultures
- Cultural Influences on Consumer Behavior
- Global Culture

Prerequisites:

None

Grading:

Pertaining to the continuous assessment of student performance

Attendance:

Obligatory for at least 80%.

Literature:

- Hoyer, Wayne D., MacInnis Deborah J., and Rik Pieters (2012): Consumer Behavior, OH: South-Western
- Peter, Paul J., and Jerry C. Olson (2009): Consumer Behavior, NY: McGraw-Hill.
- Schiffman, Leon G., and Leslie L. Kanuk (2009): Consumer Behavior. 10th ed., Upper Saddle River, NJ: Pearson.
- Solomon, Michael R. (2012): Consumer Behavior. Buying, Having, and Being. 10th ed., Upper Saddle River: Pearson (accompanying textbook)

Journals:

- European Journal of Marketing
- Journal of Consumer Research
- Journal of Marketing

Journal of Marketing Research

Lecture/Seminar profile:**Intercultural Competence –
European History out of an Outside Perspective (INC-IC)**

Degree course	GSM
Lecturer	Ms. Muge Aknur
Course title	Intercultural Competence – European History out of an Outside Perspective
Course code	INC-IC
Semester	Summer Semester
Contact hours per week	tba
ECTS credits	tba
Language of instruction	English
Places for international students	25

Course Description:

Introduction to the last 500 years of European history from the perspective of the Ottoman Empire. Comparison of the results of this perspective with the traditional view of Austrian history.

Attendance:

Full attendance is required. There is no make-up for missing classes.

Lecture/Seminar profile:

Logistics Insight (INC-LI)

Degree course	International Office
Lecturer	Mr. Hans-Christian Graf
Course title	Logistics Insight
Course code	INC-LI
Term	Winter and summer semester
Contact hours per week	2
ECTS credits	4
Language of instruction	English
Places for international students	30

Learning objectives:

This course provides an ostensive introduction into supply chain solutions seen from theoretical and practical perspective.

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

1. Analyse pros and cons of logistic solutions
2. Get an overview about practical implementation hurdles
3. Integrate solutions for transport and warehousing
4. Create an understanding of critical success factors of:
 - identification of supply chain components
 - selection of technical devices processes
 - integration of supply chain solution elements
 - investments and operating costs
 - reverse logistics

The students will analyse the differences of specific supply chain solutions in the practical field of.

- local distribution of frozen food
- regional distribution of fashion products (eg. Shoes)
- international sourcing of fresh food

Format of Course:

Throughout the course students will be introduced in existing supply chains and will practice typical tasks like service level analysis. Since the course emphasizes "learning by doing", active participation is key, too.

Students must come to class having prepared appropriate pre agreed homework (questionnaires or calculations).

Prerequisites:

- Logical thinking and interests in supply chains
- Intermediate English skills
- Basic MS-Excel spreadsheet modelling skills

Individual tests:

The students have to defend gained knowledge about each of demonstrated supply chains and will be tested about supply chain elements.

Fresh Food Supply Chain (incl. homework)	30
Shoe Supply Chain	35
Frozen SC + Warehousing + Transport	20
Several other homeworks	15

Total 100

0- 60 = 5 (failed)

61- 70 = 4

71- 80 = 3

81- 90 = 2

91-100 = 1 (excellent)

Attendance:

Due to the format of the course full attendance is required.

There is no make up for missed classes.

Lecture/Seminar profile:

Leadership Training in Management by Objectives (INC-MBO)

Degree course	International Office
Lecturer	Mr. Dieter Schauer
Course title	Leadership Training in Management by Objectives
Course code	INC-MBO
Contact hours per week	2
ECTS credits	2
Language of instruction	English
Places for international students	25

Learning Objectives:

The students learn to know the complex reality of the application of the system “Management by Objectives” – by:

1. Understanding the Management-by-Objective process and its importance
2. Distinguish between MbO and other related types of management (MbD, MbE, etc.)
3. Getting to know the quality and the details of the MbO-process
4. Understanding the different styles of MbO-Talks (words, facts and emotions)
5. Understanding the importance of emotions in MbO-Talks
6. Develop a good sense for the psychological importance in successful communication – knowing about Language, etc.

Contents:

- Introduction to the details of MbO
- Recognizing the difference to other management types (MbD, MbE, etc.)
- Breaking down long-term to realistic mid- and short-term objectives
- S-M-A-R-T Objectives and communicating them well
- Basic rules in successful communication: NLP, TA, Body Language, etc.
- MbO-Business-Talks: Objectives finding – setting – and controlling
- Feedback rules
- Handling difficult situations during MbO-processes in different role-plays

Lecture/Seminar profile:

Operations Management (INC-OMG)

Degree course	International Office
Lecturer	Mr. Joachim Paul Althaler
Course title	Operations Management
Course code	INC-OMG
Contact hours per week	2
ECTS credits	4
Language of instruction	English
Places for international students	25

Learning Objectives:

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

1. Know the basic relationship between logistical key figures such as service level, work in process, utilization and lead time
2. Identify conflicting logistical figures and establish objectives for the planning and control system
3. Apply inventory models like EOQ, EPL, ...
4. Know the advantages and disadvantages of the production planning and control strategies MRP II, KANBAN and CONWIP
5. Apply existing models and instruments to plan and control a production system

This course addresses fundamental issues in production planning providing a broad framework for analysing a production system and developing sustainable competitive advantages through the applied production planning method:

Course Flow:

1. Wiendahls Funnel Model, logistical key figures and their relationship
2. Inventory Management
3. Overview of MRP II
4. Detailed discussion of MRP, KANBAN and CONWIP
5. Business game production planning
6. Exam

Format of Course:

This course is based on the pillars

- Establishing a theoretical basis
- Business Game

Prerequisites:

- Interest in planning and controlling of production plants through different methods
- Knowledge of basic mathematics

Lecture/Seminar profile:

Professional Performance in a Globalised World (INC-PGW)

Degree course	International Office
Lecturer	Mr. Schauer Dieter
Course title	Professional Performance in a Globalised World
Course code	INC-PGW
Term	Winter Semester
Contact hours per week	1
ECTS credits	2
Language of instruction	English
Places for international students	Mandatory for all incoming students!

Learning objectives:

This module aims at developing and increasing management skills for a complex and diverse business world.

What does it need to create and manage highly performing teams in a multicultural context and what is

the personal contribution to reach that goal.

These skills will be trained and reflected throughout the seminar.

1. Students are requested to think out of the box, break their patterns of behavior and learn how to move and perform in a new and unusual environment.
2. Furthermore the course aims at raising the personal awareness for the students themselves but also for the surrounding world (people, place).
3. Get an introduction to the topic of culture and intercultural communication / management / performance.

Format of course:

Interactive seminar: tasks in small groups, reflection after fulfilling the task, sharing experiences in the plenary session.

Pre-Requisite skills:

Good knowledge of English

Grading:

Attendance; co-operation; assignment

Attendance:

At least 80%.

Lecture/Seminar profile:

Practical Introduction to Studies (INC-PI)

Degree course	International Office
Lecturer	Ms. Marlies Schmidthaler, Mr. Anton Edtmeier
Course title	Practical Introduction to Studies
Course code	INC-PI
Term	Winter and summer semester
Contact hours per week	1
ECTS credits	3
Language of instruction	English
Places for international students	Mandatory for all incoming students!

Learning Objectives:

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

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

- Being open towards Austrian students and students of other cultures
- Find their own, independent way through operatively organizing their studies in Steyr
- Communicate cultural difference without judgment and analyzing those

Format of Course:

The course consists of 3 parts. In the first part students will get to know members of other cultures, especially the Austrian culture and figure out differences. In the second part, we will focus on the practical organization of their studies by using interactive tools. In the third part cultural differences between the students and the Austrian culture will be explored and discussed. As a result of this, students will produce a short video showing their particular experiences and stories while studying and living in Steyr, which will be presented to an audience (staff and students of the university).

Grading:

Team Assessment: All activities are to be completed by fully collaborating teams.

Composition of Final Grade:

- Participation at discussions in groups during the lecture
- Completion of the project "Culture Shock Video"
- Presenting a home county in International Fair, summer semester 2016

Attendance:

Due to the format of the course, full attendance is required. There is no make up for missing class.

Lecture/Seminar profile:

Quality Management (INC-QM)

Degree course	International Office
Lecturer	Mr. Guger Johannes
Course title	Quality Management
Course code	INC-QM
Term	Summer semester
Contact hours per week	1
ECTS credits	3
Language of instruction	English
Places for international students	30

Learning objectives:

The student learns about a holistic and market-oriented understanding of Quality. This course is an introduction to basics of quality management. By the end of the term students should be able to:

1. Understand what quality means in terms of definition
2. Summarize the quality eras of the quality movement
3. Define the Four Absolutes of Quality Management (Definition, System, Performance Standard, Measurement)
4. Analyse a Process by identifying requirements
5. Understand the basics of quality planning and control
6. Use the ISO 9000 standard to define requirements

Format of course:

- Views on quality
- Process view of organisation
- Developing processes
- History of quality management
- Basics about ISO 9001
- Quality methods (Example FMEA)

Pre-Requisite skills:

- Basic understanding of business organization
- Intermediate English skills

Grading:

75% Written Examination at the end of the semester

25% Exercises (solution and presentation)

Duration: 1 hour

0-60%	= 5 (failed)
61-70%	= 4
71-80%	= 3
81-90%	= 2
91-100%	= 1 (excellent)

Attendance:

80% attendance obligatory

Class Schedule:

According to format of course together with students' active participation in:

- presenting and describing the essential aspects of fundamentals of quality management
- conducting exercises in the Four Absolutes of Quality Management together with identifying requirements
- exercise about FMEA
- presenting requirements of ISO 9001:2008 by team discussion

Lecture/Seminar profile:

Supply Chain Management (INC-SCM)

Degree course	International Office
Lecturer	Mr. Thomas Wallner
Course title	Supply Chain Management
Course code	INC-SCM
Contact hours per week	2
ECTS credits	3
Language of instruction	English
Places for international students	25

Learning objectives:

This course is a cap stone course and comprehensive approach to Supply Chain Management. By the end of the term students should be able to:

1. Know the history and the different approaches of Supply Chain Management.
2. Have a clear picture how logistics should be reflected in a company's strategy
3. Separate in a decision process between problem definition, producing proposals for solution and evaluation the proposals.
4. Make decisions in teams
5. See the big picture and be able to understand the different levels of examination of a logistics process
6. Be able to understand the common buzzwords of SCM
7. See the possibilities to optimize logistic processes

Format of course:

Students will get important insights by the means of a Case Study and by discussing the script. Subjects covered:

- Introduction to logistics management
 - Development of the term "logistics": the "standard" history
 - From T-U-L logistics to supply chain management
 - The first meaning: the science of transfer activities in the economic process

The second meaning of logistics: the science of co-ordinating economic activities to maximise goods availability

- The third meaning of logistics: flow system perspective and flow optimisation
- Trends in logistics
 - General trends (according to Baumgarten)
 - Trends in logistics management
- Customer orientation
- Outsourcing
- Network management and co-operation
- Objectives and success factors
- The core processes of supply chain management
 - Sales process (order acquisition process)
 - Development process
 - Material flow process
 - Planning process
- Overview optimisation tools
- Vendor Managed Inventory

Lecture/Seminar profile:**International Week (IW); 15th – 17th May, 2017**

Degree course	International Office
Lecturer	International Professors
Course title	International Week
Course code	IW
Term	Summer Semester
Contact hours per week	1
ECTS credits	1,5
Course type	Intercultural lectures and seminars
Examinations	-
Language of instruction	English
Places for international students	Unlimited

Learning Objectives:

Professors from all over the world will come to Upper Austria University of Applied Sciences and will teach the students in different lectures based on the main subjects on the Management Campus: Logistics, Sales, Marketing, Finance, Health Economy, E-Business, Operations Management

Attendance:

5 lectures in 2 days.

Lecture/Seminar profile:

German for Beginners (INC-GB)

Degree course	Languages Department
Lecturer	Ms. Petra Bittermann, Ms. Ursula Bichler
Course title	German for Beginners
Course code	INC-GB
Term	Winter and summer semester
Contact hours per week	2
ECTS credits	4
Course type	Tutorial
Examinations	written / oral exam
Language of instruction	English/German
Places for international students	40 (20 per group)

Learning Objectives:

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

Structure:

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

Prerequisites:

None

Lecture/Seminar profile:

German Lower Intermediate (INC-GLI)

Degree course	Languages Department
Lecturer	Ms. Bichler Ursula
Course title	German Lower Intermediate
Course code	INC-GLI
Term	Winter and summer semester
Contact hours per week	2
ECTS credits	4
Course type	Tutorial
Examinations	written / oral exam
Language of instruction	English/German
Places for international students	20

Learning Objectives:

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

Structure:

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

Prerequisites:

Basics of German Grammar/Vocabulary in certain situations

Lecture/Seminar profile:

German Intermediate (INC-GI)

Degree course	Languages Department
Lecturer	Ms. Silvia Winter
Course title	German Intermediate
Course code	INC-GI
Term	Winter and summer semester
Contact hours per week	2
ECTS credits	4
Course type	Tutorial
Examinations	written / oral exam
Language of instruction	German
Places for international students	20

Learning Objectives:

Improvement of students' active language skills

Structure:

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

Prerequisites:

At least 4 years of German studies