



Modules taught in English

WS 2017/18

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 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 ORGANISATIONAL AND ADMINISTRATIVE REASONS!

Bachelor's Degree Courses

Course unit code	Course unit title	Semester (level)	Programme (department)	Hours /week	ECTS
Accounting, Controlling and Financial Management (CRF) Bachelor					
BWLE11ILV	Management 1 – Marketing	1	CRF	1	3
CONE13ILV	Strategic Corporate Planning	3	CRF	3	4,5
INBE13ILV	Intercultural Management	3	CRF	1	1,5
FINV13ILV	Financial Engineering / International Capital Market	3	CRF	3	4,5
INBE23ILV	International Business	3	CRF	2	2

Course unit code	Course unit title	Semester (level)	Program (department)	Hours /week	ECTS
Global Sales Management (GSM) Bachelor					
BWL1I	Psychology	1	GSM-B	2	2
BWL2V	Introduction to Organization	1	GSM-B	1	1,5
BWL3I	Introduction to Strategic Planning	1	GSM-B	2	4
BWL4I	Competitiveness of States and Risk Calculation	1	GSM-B	1	2
Please note that you have to take always the same group (in case you want to attend more than one part) for ICM1T1, ICM1T2, ICM1T3 and ICM1T4!					
ICM1T1	Introduction to Cross-Cultural Management and Sales 1 – Doing Business in Russia/Poland	1	GSM-B	1	1
ICM1T2	Introduction to Cross-Cultural Management and Sales 1 – 500 Years of World History	1	GSM-B	1	1
ICM1T3	Introduction to Cross-Cultural Management and Sales 1 – Philosophical roots of the modern world	1	GSM-B	1	1
ICM1T4	Introduction to Cross-Cultural Management and Sales 1 – Introduction to Cross-Cultural Theory	1	GSM-B	1	1
INT1V	Data Management 1	1	GSM-B	1	1,5
INT1U	Data Management 1	1	GSM-B	2	3
ICM7I	Expatriate Management	5	GSM-B	1	1,5

Course unit code	Course unit title	Semester (level)	Program (department)	Hours /week	ECTS
International Logistics Management (ILM) Bachelor					
LOM E2I	Logistics Management 2 – Procurement, Planning, Production	1	ILM	3	4,5
ENG E1U	English Fundamentals 1	1	ILM	3	3
FS2 E1I	2.Foreign Language Fundamentals 1 - Russian	1	ILM	2	3
FS2 E1I	2.Foreign Language Fundamentals 1 - Spanish	1	ILM	2	3
BB LOT E1V	Logistic Technology 1	3	ILM	2	3
BB MAR E1I	Marketing Fundamentals	3	ILM	4	8
BB UNF E1I	Business Management Fundamentals 1 – Psychology and Sociology	3	ILM	3	6
BB UNF V2I	Business Management Advanced 2 – Leadership and Human Resources Management	3	ILM	3	6
BB VWL E1V	Economics	3	ILM	2	4
BB INB E2V	International Business	3	ILM	2	3
BB BST V3I	Business Studies Advanced 3	3	ILM	2	3
ENG V4U	English Advanced	5	ILM	2	2

Course unit code	Course unit title	Semester (level)	Program (department)	Hours /week	ECTS
Marketing and Electronic Business (MEB) Bachelor					
EBIZV5I	E-Business 5 – Business plan design	5	MEB	2	4,5
SKMEBV2S	Special Chapters of Marketing and E-Business with Bachelor Work 1	5	MEB	2	6

Course unit code	Course unit title	Semester (level)	Program (department)	Hours /week	ECTS
Production and Management (PMT) Bachelor					
MAN 2 I	Project Management	1	PMT	1	2
ENG V3U	English 3	3	PMT	2	3
B MAR E3V	Marketing 3	5	PMT	2	2

Master's Degree Courses

Course unit code	Course unit title	Semester (level)	Program (department)	Hours /week	ECTS
Global Sales Management (GSMM) Master					
M-ILA	International Law	1	GSM-M	1	1
M-MAL	Management and Leadership	1	GSM-M	2	3
M-KAM	Key Account Management	1	GSM-M	1	2
M-LL	Labour Law	1	GSM-M	1	1
M-SAM	Sales Management	1	GSM-M	1	2
M-IPS	Industrial Psychology	1	GSM-M	1	1
M-MAS	Marketing Information Systems	3	GSM-M	2	3
M-CCM	Cross-Cultural Marketing	3	GSM-M	1	2
M-PBM	Product, Service and Brand Management	3	GSM-M	2	3
M-GAM	Global Account Management	3	GSM-M	2	3
M-SAS	Sales Abroad and Sales Subsidiaries	3	GSM-M	1	1
M-GPM	Global Price Management	3	GSM-M	1	1

Courses Exclusively for International Students

Course unit code	Course unit title	Semester (level)	Program (department)	Hours /week	ECTS
Courses for International Students					
IO-ACC	Austrian Culture and Civilization	-	International Office	2	4
IO-CM	Conflict Management	-	International Office	2	3
IO-FIN3	Capital Budgeting	-	International Office	2	4
IO-IBB	International Buyer's Behavior	-	International Office	2	4
IO-LI	Logistics Insight	-	International Office	2	4
IO-MBO	Leadership Training in Management by Objectives	-	International Office	2	2
IO-OMG	Operations Management	-	International Office	2	4
IO-PGW	Professional Performance in a Globalised World (mandatory for all incoming students!)	-	International Office	1	2
IO-PI	Practical Introduction to studies (mandatory for all incoming students!)	-	International Office	1	3
IO-SCM	Supply Chain Management	-	International Office	2	3

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

Lecture/Seminar profile:

Management 1 – Marketing (BWLE11ILV)

Degree course	CRF
Lecturer	Mr. Hubert Preisinger
Course title	Management 1 – Marketing
Course code	BWLE11ILV
Contact hours per week	1
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

Content:

This 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
- Products and Services
- Pricing Strategy and Pricing Policy
- Integrated Marketing Communications

Prerequisites:

None

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:

Armstrong, Gary; Kotler, Philip (2013): Marketing. An Introduction. 11th ed. Boston: Prentice Hall.

Lecture/Seminar profile:

Strategic Corporate Planning (CONE13ILV)

Degree course	CRF
Lecturer	Mr. Heimo Losbichler
Course title	Strategic Corporate Planning
Course code	CONE13ILV
Contact hours per week	3
ECTS credits	4,5
Language of instruction	English
Places for international students	10

Learning objectives:

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

- 1) Understand the strategic management process and its relevance
- 2) Understand the most common strategic management concepts
- 3) Assess and control the firm's strategic performance
- 4) Develop strategic thinking and skills in strategic analysis focusing on a limited number of sound, defensible conclusions rather than looking for a single correct answer.
- 5) Prepare complete strategic analysis and recommendations for companies individually and in a group; present these analyses and recommendations orally and in writing, and defend them.
- 6) Challenge other's strategic analysis and recommendations on an alternative, and hopefully better, interpretation of the case material.

Format of Course:

This course addresses fundamental issues in strategic management providing a basic framework for analyzing strategic competitiveness and developing sustainable competitive advantages in today's global economy. Contents covered:

- Introduction to strategic management: what is strategy?
- Strategic planning process
- Basic competitive strategies
- Strategic positioning
- Analysis of the internal and external environment
- SWOT analysis
- Fundamental concepts in strategic management:
 - o PIMS – Profit Impact of Market Strategies
 - o Product life cycle management
 - o Experience curve
 - o Portfolio management

Classroom activities will focus on

- presentation and discussion of fundamental concepts in strategic management
- presentation and discussion of case studies

Students are expected to come to class fully prepared in order to contribute to the education of their classmates through active and insightful participation in class discussion (including the analysis and discussion of cases studies). Students should come to class having read the assigned chapter(s), and being familiar with the English vocabulary. Since homework will be assigned at the end of each lecture, there is no excuse for not being prepared when at least one week is allowed. Active participation is key to enhanced learning. Student participation is expected, encouraged and graded.

The course is time consuming but will have a high payback. The standard time of out-of-class commitment is 3 hours per week. To successfully complete this class, you must commit yourself to this standard. Doing the homework is the best way to understand the material, to be prepared for the exams, and to get your questions answered in class. Do not fall behind!

Attendance:

Attendance is required. When you miss class, you penalize yourself to the extent that you will find it difficult to do well on the exam you miss opportunities to participate in class.

Pre-Requisite Skills:

- Intermediate English skills

Grading:

Final exam 70%

Class participation 30%

Both, final exam and class participation must be positive.

Final exam

The exam is open book and notes. The format will be mixed, with multiple choice, calculations, and short essay answers. If you are not well prepared, having "open book and notes" will be of little value to you! Without prior approval, missing an exam will result in a zero score.

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.

Class participation:

The assigned cases have to be prepared and presented by fully collaborating teams. Case presentation, homework, and class participation will be graded.

Lecture/Seminar profile:**Intercultural Management (INBE13ILV)**

Degree course	CRF
Lecturer	Mr. Wolfgang Schwaiger
Course title	Intercultural Management
Course code	INBE13ILV
Contact hours per week	1
ECTS credits	1,5
Language of instruction	English
Places for international students	10

Learning objectives:

This course provides an insight into theories on intercultural management and their relevance in international business: challenges of intercultural and expatriate management, cultural differences at the work place on the basis of cultural dimensions including critical success factors.

At the end of the day students shall be able to add an intercultural component to their managerial knowledge and find answers to the question: What changes in my work when it includes intercultural aspects?

Content:

Combination of practical examples plus associated theories. Interactive style.

Prerequisites:

Basic English

Lecture/Seminar profile:

Financial Engineering/International Capital Market (FINV13ILV)

Degree course	CRF
Lecturer	Mr. Stefan Fink
Course title	Financial Engineering/International Capital Market
Course code	FINV13ILV
Contact hours per week	3
ECTS credits	4,5
Language of instruction	English
Places for international students	10

Learning objectives:

Financial Engineering/ International Financial Markets is an investment course which will provide a solid basis for making investment decisions.

The course will focus on the fundamental principles of risk and return, diversification, asset allocation, market efficiency, valuation of stocks, bonds and options.

Students will understand market trading structures, equity and fixed income securities, investment strategies and evaluation methods.

Investment and trading decision-making skills will be developed through classroom lectures, discussions, problem assignments, and online spreadsheet simulation exercises, based on real-time Bloomberg data.

Prerequisites:

This is an intermediate lecture with a focus on quantitative methods

Basics in Finance, Calculus & Algebra, and MS Excel, are prerequisites for the course

Grading:

There is only one exam at the end of the course. For this exam, no learning material (book, formula sheet etc.) is allowed. You will be allowed to use a non-programmable calculator, as calculation exercises are part of the exam, as well as theoretical questions.

If, at the final exam, you are absent without permission, you will get a negative result.

Additional to the final exam, you have the possibility to get an additional bonus by regularly completing homework exercises. Doing so, you will be able to reach a maximum of 10% of the maximum exam points.

Grading system:

Final exam: max 40 points; max. homework bonus: 4 points

40-38: 1,

37-33: 2,

32-27: 3,

26-21: 4,

<21: 5

Lecture/Seminar profile:

International Business (INBE23ILV)

Degree course	CRF
Lecturer	Mr. Schwaiger Christoph
Course title	International Business
Course code	INBE23ILV
Contact hours per week	2
ECTS credits	2
Language of instruction	English
Places for international students	10

Learning objectives:

Prerequisites:

Grading:

Lecture/Seminar profile:

Psychology (BWL1I)

Degree course	GSM-B
Lecturer	Mr. Hannes Hofstadler
Course title	Psychology
Course code	BWL1I
Contact hours per week	2
ECTS credits	2
Language of instruction	English
Places for international students	10 (5 students per group)

Learning objectives:

After the successful participation in this course the students

- understand the Concept of Personality Psychology and apply it to everyday Management situations
- know the theories of Virginia Satir, the Enneagram and Mc Lean and apply them to known persons
- know the basics of Motivational Psychology and apply it to everyday situations in Management
- know the concept of authority, apply it to company environments
- know concepts of sociology like role theory and the importance of work in modern industrial societies
- apply the above knowledge in cases

Prerequisites:

No special skills required, good language skills in English

Grading:

Final test, grading follows the Austrian grading system (1 = excellent; 5 = failure)

Minimum requirement for grade $\geq 60\%$

Attendance:

The students are expected to participate in all the scheduled lectures

Lecture/Seminar profile:

Introduction to Organisation (BWL2V)

Degree course	GSM-B
Lecturer	Mr. Günther Kamml
Course title	Introduction to Organisation
Course code	BWL2V
Contact hours per week	1
ECTS credits	1,5
Language of instruction	English
Places for international students	10 (5 students per group)

Learning objectives:

After the successful participation in part 1 of this case, the students

- understand the principles of classical organisation
- know about the classical organisational methods and instruments
- know about modern concepts like Lean Management, Fractal plant, TQM, Process Management and Business Process Reengineering
- They have a critical perspective on all these approaches

After the successful participation in part 2 of this course (Case Studies), the students

- apply the above knowledge in cases with a background in retail business and in a typical technically orientated B2B company

Prerequisites:

No special skills required, good language skills in English

Grading:

50% of the grade comes from a test about the theoretical foundations of organisational theory, grading follows the Austrian grading system (1 = excellent; 5 = failure)

Minimum requirement for grade \geq is 50%.

The other 50% of the grade comes from handing in a paper about one of the cases offered in the second part of the lecture.

Both parts need to be absolved with a minimum grade of 4.

Attendance:

The students are expected to participate in all the scheduled lectures

Lecture/Seminar profile:

Introduction to Strategic Planning (BWL3I)

Degree course	GSM-B
Lecturer	Mr. Robert Füreder, Ms. Margarethe Überwimmer
Course title	Introduction to Strategic Planning
Course code	BWL3I
Contact hours per week	2
ECTS credits	4
Language of instruction	English
Places for international students	9 (3 students per group)

Learning objectives:

This course is designed to get the basic understanding in Strategic Planning for BtoB markets. By the end of the term students should be able to

- understand the process of strategic planning
- use and to apply the main models of strategic planning (Porter, PIM's, how to create SBU's, life cycle concept, etc.)
- have an overview about the importance of strategic planning
- understand who is responsible in an organization for strategic planning
- apply their knowledge to specific case studies

Content:

This course integrates elements of a lecture with the practical application of tools and instruments used in Strategic 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 Strategic Management are presented, discussed and applied.

Prerequisites:

- Interest in how companies are using/developing strategic planning
- Good command of English

Grading:

The course can only be passed, if the written exams have been passed positively ($\geq 60\%$ of points). Both exams (mid-term and final) have to be passed positively. If the mid-term or final exam is negative a re-examination has to be done.

If the second exam (mid-term or final) is negative, a final examination must be taken in front of an examination board.

Cases must be accomplished in teams. The solutions will be discussed in class.

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:

Exams	90%
Intermediate exam	45%
Final exam	45%
Participation in class	10%

Attendance:

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

Lecture/Seminar profile:

Competitiveness of States and Risk Calculation (BWL4I)

Degree course	GSM-B
Lecturer	Mr. Hannes Hofstadler
Course title	Competitiveness of States and Risk Calculation
Course code	BWL4I
Contact hours per week	1
ECTS credits	2
Language of instruction	English
Places for international students	10 (5 students per group)

Learning objectives:

After the successful participation in this course the students

- understand the Concepts of competitiveness of nations (according to the diamond model of Michael Porter)
- They have learnt to know basic economic indicators showing strengths and weaknesses of nations
- They have a first idea about the possibilities of economic policy
- They are able to apply Porters model successfully on a chosen country in group work
- They have developed a basic understanding of the economic crisis of 2008 and its ongoing consequences

Content:

- Case study „Country related risks“
- Introduction to the Porter Country risk model
- Discussion of the country related risk factors and the chances to manage these risks
- Risk- Management at company level

Prerequisites:

None

Lecture/Seminar profile:**Introduction to Cross-Cultural Management and Sales 1 – Doing Business in Russia/Poland (ICM1T1)**

Degree course	GSM-B
Lecturer	Mr. Jerome Dumetz / Mr. Skurczynski
Course title	Introduction to Cross-Cultural Management and Sales 1 – Doing Business in Russia/Poland
Course code	ICM1T1
Contact hours per week	1
ECTS credits	1
Language of instruction	English
Places for international students	10 (5 students per group)

Learning objectives:

n.a.

Content:

Introduction into the field of Cross-Cultural Management and sales using the example of one special country.

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

Discussion of do's and don'ts in the chosen country both in the fields of Sales and Management.

Lecture/Seminar profile:**Introduction to Cross-Cultural Management and Sales 1 – 500 Years of World History (ICM1T2)**

Degree course	GSM Bachelor
Lecturer	Mr. Hannes Hofstadler
Course title	Introduction to Cross-Cultural Management and Sales 1 – 500 Years of World History
Course code	ICM1T2
Contact hours per week	1
ECTS credits	1
Language of instruction	English
Places for international students	6 (3 students per group)

Learning objectives:

n.a.

Content:

An overview of the key elements of world history. Critical analysis of the main economic, social, philosophical political and religious influence factors determining the developments of different parts of the world during that period. Discussion of the reasons for Europe`s leading role during 450 years of this period.

Lecture/Seminar profile:

Introduction to Cross-Cultural Management and Sales 1 – Philosophical roots of the modern world (ICM1T3)

Degree course	GSM-B
Lecturer	To be announced
Course title	Introduction to Cross-Cultural Management and Sales 1 – Philosophical roots of the modern world
Course code	ICM1T3
Contact hours per week	1
ECTS credits	1
Language of instruction	English
Places for international students	10 (5 students per group)

Learning objectives:

n.a.

Content:

Introduction to the philosophical roots of the modern industrial world, especially the enlightenment, individualism, liberalism and Marxism. Analysis of the influence of these philosophical roots on historical, economic, sociological and legal backgrounds of societies. Comparison with societies which were not touched by these ideas.

Attendance:

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

Lecture/Seminar profile:**Introduction to Cross-Cultural Management and Sales 1 – Introduction to Cross-Cultural Theory (ICM1T4)**

Degree course	GSM-B
Lecturer	Ms. Isabella Boitllehner
Course title	Introduction to Cross-Cultural Management and Sales 1 – Cross-Cultural Theory
Course code	ICM1T4
Contact hours per week	1
ECTS credits	1
Language of instruction	English
Places for international students	10 (5 students per group)

Learning objectives:

n.a.

Content:

This course is an approach to fundamentals of Intercultural Management: By the end of the term students should:

- understand and apply the main intercultural models
- understand the challenges of intercultural communication for managerial situations
- be able to apply their knowledge about culture comparison approaches in practice
- be able to reflect their own cultural background as a basis of understanding other cultures
- understand the process of gaining intercultural competence
- be aware of culture shock and intercultural misunderstandings

The students should be able to individually reflect the course content and its relevance for their managerial practice.

Grading:

Active class participation & involvement

Attendance:

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

Lecture/Seminar profile:

Data Management 1 (INT1V)

Degree course	GSM-B
Lecturer	Mr. Michael Amann-Langeder
Course title	Data Management 1
Course code	INT1V (+ tutorial INT1U → obligatory)
Contact hours per week	1
ECTS credits	1,5
Language of instruction	English
Places for international students	6

Learning objectives:

After having completed this lecture, you know

- the technical foundations of mobile computing
- criteria for evaluation of mobile technology
- application scenarios and business models for mobile computing

After having completed this lecture, you are able to:

- select appropriate technical infrastructure for a given application scenario
- assess upcoming mobile technologies and develop new applications

Content:

This lecture aims at introducing students into technical foundations and application scenarios of data management.

You are not expected to develop detailed technical understanding but to gain insights into the basic concepts, methods and tools of computer-based data management.

Conceptually, the lecture is divided in three major blocks:

- Data Modeling
 - Entity-Relationship-Diagrams
 - Structuring & Normalizing Data
- Databases
 - Concepts
 - SQL
- XML
 - Concepts
 - DTD & Schema

Material is provided on three levels of detail (1: high level – 2: basic content – 3: supplementary):

- Slides (pdf) – LOD 1
- Podcasts (audio, video) of lectures – LOD 2
- Supplementary material – LOD 3

Only the content of LOD 2 is relevant for the exam.

Prerequisites:

None

Lecture/Seminar profile:

Data Management 1 (INT1U)

Degree course	GSM-B
Lecturer	Mr. Michael Amann-Langeder
Course title	Data Management 1
Course code	INT1U (+ lecture INT1V → obligatory)
Contact hours per week	2
ECTS credits	3
Language of instruction	English
Places for international students	6 (2 students per group)

Learning objectives:

- Basics in Data Modeling (Entity-Relationship-Diagrams)
- Basics and design of databases using Access
- Query and Manipulate data using Structured Query Language (SQL)
- Connect to/Work with Server Databases (ODBC, SQL-Server)
- Import and Export data
- Work with data formats like XML, CSV
- Basics in Data Warehousing and OLAP

Format of course:

Participants will develop competence and practical experience in database design and usage by discussing and working out examples in groups or individually.

Topics:

- Databases
- Data Modeling
- Access
- Database design
- Tables
- Relationships
- Queries
- Forms
- Reports
- SQL
- Data Query Language (Select)
- Data Manipulation Language (Insert, Update, Delete)
- Data Formats
- Import/Export of XML, CSV
- Microsoft SQL-Server
- Excel Pivot Tables and OLAP

Prerequisites:

- Basic Computer Skills
- Intermediate English Skills
- Basic Technical English Skills

Lecture/Seminar profile:

Expatriate Management (ICM7I)

Degree course	GSM-B
Lecturer	Ms. Iris Eva Maria Kollinger-Santer,
Course title	Expatriate Management
Course code	ICM7I
Contact hours per week	1
ECTS credits	1,5
Language of instruction	English
Places for international students	10 (5 students per group)

Learning objectives:

After the successful participation, the students

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

Content:

The course addresses fundamental issues in international HRM, providing contents in the fields of:

- Search and Selection profiles for Expats
- Selection of Expats and its methods
- Preparation of Expats for their assignment
- Accompanying Expats in an appropriate way
- Preparing the Repatriation
- Successful repatriation

Prerequisites:

No special skills required except basic knowledge in HR, good language skills in English

Attendance:

The students are expected to participate in all the scheduled lectures

Lecture/Seminar profile:

Logistics Management 2 – Procurement, Planning, Production (10LOM E2I)

Degree course	ILM
Lecturer	Mr. Gerald Schönwetter
Course title	Logistics Management 2 – Procurement, Planning, Production
Course code	10LOM E2I
Contact hours per week	3
ECTS credits	4,5
Language of instruction	English
Places for international students	15

Study goals:

Students understand:

- How business environments affect the strategies of production and trading companies
- Which role the company functions procurement, planning and production play in order to satisfy customer demands
- That procurement, planning and production are distinct departments in most companies
- That the main task of logistics is to integrate structural company functions into continuous flows of material and information
- And students know:
 - Methods to supply production lines (e.g. Kanban, JIT, JIS, VMI)
 - How planning helps to balance demand and supply and how it is commonly applied in companies
 - Procurement strategies and relate them to the adequate supply of the shop floor

These goals will be achieved by:

- Methodical inputs by the professor
- Lecture sequences by the professor
- Group work by the students during the lecture sessions and / or presentations of outcomes to the rest of the class
- Homework
- Studies of defined material as a preparation to the lectures

Content of the course:

Lecture 1: The purpose of companies and the relation to logistics management

Lecture 2: Introduction to planning

Lecture 3: Product design & variant management

Lecture 4: Material requirement planning

Lecture 5: Procurement, part 1

Lecture 6: Procurement, part 2

Lecture 7: Production supply concepts

Lecture 8: Production and quality management

Lecture 9: TPS and lean management

Lecture 10: Various topics and review on lecture

Final exam

Content of lectures may be subject to change!

Grading:

Grades are a result of individual grades for the final exam, contribution during lectures, preparation for each of the lectures, participation in group works and delivery of homework. The final exam is a written exam, which lasts for an hour.

No supportive material (lecture notes, SMS, social media, calculators, etc.) is allowed for the final exam. Any attempt to cheat will lead to a negative grading of the final exam.

Maximal contribution of homework, group work, participation	30%
Maximal contribution of final exam	70%

Grades:

> 93 Sehr gut

82 - 92 Gut

71 - 81 Befriedigend

60 - 70 Genügend

under 60 - Nicht genügend

Important note:

In case of a negative grade students must repeat the final exam. Unlike described above the final grade for the lecture will then only be determined by the result of this repeated exam. However, apart from the matrix above, 50% of the maximum achievable points will suffice for passing the exam.

Grades will be published not later than 14 days after all criteria for grading (final exam and all work, which has to be provided by the students) are available.

Attendance:

The attendance of this course is compulsory to all students. Unexcused missing of a lecture results in a failed final exam. In case students are not able to attend a single lecture they have to find agreement with the professor in advance (and prepare a substitute for the lecture in alignment with the professor) or bring a medical certificate in case of illness afterwards.

General Literature:

- Slack, Nigel; Chambers, Stuart; Johnston, Robert (2004): Operations Management. 4. Aufl., Harlow, England; Prentice Hall, New York.
- Chase, Richard B., Aquilano, Nicholas B., Jacobs, F. Robert (2001): Operations Management for Competitive Advantage. 9th ed., McGraw-Hill Irwin.
- Chopra, Sunil; Meindl, Peter (2012): Supply Chain Management – Strategy, Planning and Operation. 5th ed. Prentice Hall International.

Lecture/Seminar profile:

English Fundamentals 1 (10ENG E1U)

Degree course	ILM
Lecturer	Ms. Grafinger Sarah, Mr. Nolan Alex
Course title	English Fundamentals 1
Course code	10ENG E1U
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 / logistics 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:

- Company Structures
- HR
- Organisations

Students practice appropriate language for the following functions:

- Discussing, agreeing and disagreeing
- Managing appraisals
- Team building

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 task types)
- approaching cloze exercises
- vocabulary building and word formation
- error correction (identifying errors in grammar, spelling and punctuation)
- The following language areas are covered / reviewed:
 - review of tenses
 - collocations with set
 - contrast and similarity
 - metaphors and similes

- determiners
- specific frequently occurring problems and errors resulting from mother tongue interference

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

Prerequisites:

Intermediate English skills or high school diploma equivalent/ B2 Level

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 terms of percentages:

50+ = 4

66+ = 3

76+ = 2

86+ = 1

Written Exam

Students must obtain a minimum of 55% average grade for the three components of the written examination, for the oral examination and for the total of all graded elements in order to obtain a positive grade.

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.

Lecture/Seminar profile:

2. Foreign Language Fundamentals 1 – Russian (FS2 E1I)

Degree course	ILM
Lecturer	Ms. Svetlana Maleev
Course title	2. Foreign Language Fundamentals 1– Russian
Course code	FS2 E1I
Contact hours per week	2
ECTS credits	3
Language of instruction	German
Places for international students	5

Learning objectives:

A multimedia interactive Russian course for beginners aiming at teaching Russian in a communicative way close to real everyday situations.

The preliminary phonetic course will introduce the students to the Russian alphabet and the basic rules of reading and pronunciation.

The main course consists of units, that follow one story line with the same main characters, with numerous dialogues, exercises, grammar and vocabulary sections as well as information on Russian culture, tradition, customs, including practical tips on traffic, airports, food, accommodation, interesting places of Moscow etc.

The dialogues are presented as a cartoon consisting of characters made of clay. The clay characters imitate real life and create a game-like atmosphere in a humorous way.

Content:

1. The preliminary course: the Russian alphabet, basic rules of reading and pronunciation, introduction to the Russian grammar, Russian names and patronymics, Forms of addressing people, Greeting, Introduction
2. Unit 1: At the Airport. Passport control. Taking taxi to the hotel. Reading signs at the airport and on the way.
3. Unit 2. At the Hotel. Registration, meeting new people.
4. Unit 3. In a hotel room. Talking with new friends.

Learning outcomes:

On successful completion of the course, students will be able to:

- greet strangers and friends (formal and informal speech)
- introduce him/herself and the others
- ask and answer questions about personal details, such as where he/she lives or studies, nationality, occupation, family
- read Russian names and patronymics
- read the signs at the airport and the city
- ask the way at the airport
- have a conversation at passport and customs control
- fill out the immigration card
- take taxi to the hotel
- register at the hotel
- describe the hotel room

Grading:

The general evaluation will be based on the following components:

Vocabulary and grammar tests	10 %
Regular homework assignments	10 %
Classroom participation	10 %
Final written exam	35 %
Final oral exam	35 %
<hr/>	
The final grade	100 %

Very good=1	100 - 85 %
Good=2	84 – 75 %
Satisfactory=3	74 – 65 %
Passing=4	64 – 50 %
Unsatisfactory=5	under 50 %

Attendance and self-study time:

Attendance is required at all meetings due the intensive and interactive character of the course. The workload of the course comprises also individual study and regular homework, research, assignments requiring 2-3 hours per week for self-study.

Re-sit:

It will be written and oral and cover all topics and grammar that have been discussed throughout the course.

Lecture/Seminar profile:

2. Foreign Language Fundamentals 1 – Spanish (FS2 E1I)

Degree course	ILM
Lecturer	Ms. Beatriz Ruberte Pomar, Ms. Ines Alessandrini
Course title	2. Foreign Language Fundamentals 1 – Spanish
Course code	FS2 E1I
Contact hours per week	2
ECTS credits	3
Language of instruction	German
Places for international students	10 (5 students per group)

Learning objectives:

- 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:

Logistic Technology 1 (BB LOTE1V)

Degree course	ILM
Lecturer	Mr. Hans-Christian Graf
Course title	Logistic Technology 1
Course code	BB LOTE1V
Contact hours per week	2
ECTS credits	3
Language of instruction	English
Places for international students	10

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
2. information management tools in warehouses
3. decide on investments of alternative logistics technologies
4. for warehousing and material handling
5. plan, design or improve warehousing processes like intake, picking and outtake
6. know key facts about packing technologies
7. equip and automate company internal transports, buffers and storages
8. understand identifications technologies like Barcode and RFID
9. execute calculations for different business cases
10. develop strategic thinking and skills in process design of warehouse operation
11. 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 modeling skills

Reading of the "WEISSBUCH der INTRALOGISTIK und LOGISTIKTECHNOLOGIE" provides additional understanding in German.

The book can be purchased at the secretary or lent at the library.

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:**Marketing Fundamentals (BB MARE1I)**

Degree course	ILM
Lecturer	Mr. Markus-Maximilian Eiselsberg
Course title	Marketing Fundamentals
Course code	BB MARE1I
Contact hours per week	4
ECTS credits	8
Language of instruction	English
Places for international students	10

Learning objectives:

- Basics of Marketing
- Definition of Marketing
- Understanding customers
- Understanding different markets and different customers
- Marketing-Management Process
- Steps of the Marketing-Management process
- Marketing objectives and meeting those
- Developing marketing strategies
- Market research
- Evaluating information needs

Overview:

Classes will consist of lectures, discussions, group meetings and case studies on the following subjects:

- Basics of marketing
- What is marketing?
- History of marketing
- The evolution of the marketing concept
- Defining marketing
- Marketing environment
- Special markets (consumer markets, business markets, non-profit markets,...)
- Marketing management process
- Steps of the marketing management process:
- Carrying out a situation analysis and doing research
- Looking at new trends
- Set marketing objectives
- Develop marketing strategies
- Managing the marketing-mix
- Product/service
- Price
- Promotion
- Place
- Implementation of a management process
- Evaluation and control of a management process
- Research
- Information needs
- Marketing research system

- Marketing research process (define the problem, develop the research plan,...)
- Finding and evaluating secondary data
- Explain approaches in primary data collection-research
- Analyzing consumer markets
- The study of consumer behavior
- The buying decision process
- Analyzing business markets
- The business market versus the consumer market
- Participants in the business buying process
- Stages in the buying process

Prerequisites:

- No requirements needed
- (Basic English skills)

Grading:

One positive exam

- Marketing test in English
- Time limit is 60 minutes
- 60 points are possible
- In case of a failure the test can be taken once again
- Covers slides and lectures

Attendance:

100% attendance is required

Literature:

- "Principles of Marketing"; Kotler, Armstrong, Pearson International Edition
- "Marketing Management"; Kotler, Keller, Brady, Goodman, Hansen, Pearson International Edition

Lecture/Seminar profile:

Business Management Fundamentals 1 – Psychology and Sociology (BB UNFE1I)

Degree course	ILM
Lecturer	Mr. Thomas Wallner-Drewitz
Course title	Business Management Fundamentals 1 – Psychology and Sociology
Course code	BB UNFE1I
Contact hours per week	3
ECTS credits	6
Language of instruction	English
Places for international students	10

Learning objectives:

The goals and objectives of this course are threefold:

- Students will develop a profound understanding for the role, the importance and the application of the social sciences in a business context.
- Students will gain insights and acquire specific knowledge in selected fields of the social sciences including some basic methods of empirical social research.
- Students will understand that the topics covered in this course are not about a foreign species like customers, employees or “the others” but by the same token, about themselves, as they are drawn from the constituents of their existence as human beings – the “condition humaine”.

Format of the course:

During the first three lectures the course will cover selected topics from the field of Organization Behavior.

Subsequently the students work on comprehensive cases. These case works will be presented and discussed in the second half of the course.

Particular emphasis is put on the application of the various concepts and theories in a business context.

Prerequisites:

Sufficient language proficiency to follow the lecture and to engage in plenary and group discussion.

Grading:

Grading will be based on a final test (40%) and the completion of the assignments (involving some field research) (40%) class room contributions (20%).

Attendance:

No compulsory attendance. However, classroom contribution requires physical presence!

Further readings (to be completed during the course):

- Ghoshal, Sumantra (2005), Bad management theories are destroying good management practices, *Academy of Management Learning & Education*, 4: 1, pp. 75-91.
- T. Wallner - The Future of Management Education - Proceedings of Contemporary Issues in Business, Management and Education (CBME) 2012, Vilnius, Litauen, 2012

Lecture/Seminar profile:

Business Management Advanced 2 – Leadership and Personnel Management (BB UNF V2I)

Degree course	ILM
Lecturer	Ms. Monika Pleschinger
Course title	Business Management Advanced 2 – Leadership and Human Resources Management
Course code	BB UNF V2I
Contact hours per week	3
ECTS credits	6
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 HR-management
- develop an understanding of different strategic and cultural settings which lead to various personnel policies
- differentiate between corporate culture, corporate philosophy and corporate identity
- understand 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
- 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
- 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:

- General function of HRM
- Perspectives on HRM
- Personnel Policy and environmental influence (systemic approach)
- Austria's legal structure in HRM and working laws
- Strategic approach to HRM, strategic option
- Personnel Planning
- Personnel Recruiting
- Personnel Selection
- Socialisation and Integration of Newcomers
- Compensation Systems

- Personnel Development
- Early warning indicators in HRM

Prerequisites:

None

Grading:

- attendance and participation
- exam

Attendance:

Obligatory

Lecture/Seminar profile:

Economics (BB VWLE1V)

Degree course	ILM
Lecturer	Mr. Alexander Knabl
Course title	Economics
Course code	BB VWLE1V
Contact hours per week	2
ECTS credits	4
Language of instruction	English
Places for international students	10

Learning objectives:

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

- To know where economics end and business administration starts
- Understand financial markets and their link to the corporate world based on a historic overview
- Know the historic development of “money” and “capital”:
- Required characteristics of a currency
- Gold standard / Bretton Woods
- the EUR and its quotation to other currencies
- Free and Fixed quotation of currencies
- Inflation
- Understand principal leading ideas of Smith / Ricardo / Schumpeter / Keynes and Friedman and its impact on political economy.
- GNP
- Public debt & government spending
- Twin deficit
- The invisible hand & and its critics
- Multiplier effect in economics and its critics
- Understand and explain the principal pillars of micro-economics
- Supply & Demand Curves
- Price Elasticity of Goods
- Substitute goods & complementary goods
- Understand and explain market characteristics of
 - monopoly,
 - oligopoly and
 - polypoly plus their effects on pricing strategies

Format of course:

- 1 entrance test at the beginning
- 1 final test
- Classical presentation
- Students have possibility for presenting personally in class special topics of the content
 - must be pre-discussed with Mr. Knabl
 - length 30-45 minutes + discussion

Prerequisites:

Good command of English

Grading:

- At the beginning of course: Entrance test of 1 hour for the chapters of “The Little Book of Economics”, Grep IP provided in the documentation
 - Entrance test represents 25 % of final grade
 - Open questions
- After the course a final test of 1 hours represents 75 % of final grade
 - Open questions
- Possibility of presentation of national particularities / special fields of the content by the students for getting extra points of up to 10 % of 100 %

Attendance:

100 % is required

Lecture/Seminar profile:

International Business (BB INB E2V)

Degree course	ILM
Lecturer	Mr. Hans-Christian Graf, Mr. Christian Tschurtschenthaler
Course title	International Business
Course code	BB INB E2V
Contact hours per week	2
ECTS credits	3
Language of instruction	English
Places for international students	10

Learning objectives:

This course is a working class with a mixture of individual as well as group work tasks. The audience is working along an international case study example to learn how to set up large scale projects in the automotive industry.

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

- Understand the big picture and the needs to go international
Set goals to meet and define production system premisses
Set priorities along a timing schedule for a successful Start of Production (SOP)
- Identify risks to deal with and develop successful risk minimation strategies
- Set up an international work / team organisation
- Set up a reporting and escalation system
- Deal and decide on uncertain problems during project phase
- Run launch management during ramp up phase

Format of course:

The audience will gain specified know how on how to set up international projects in a complex project situation. The background for production system design in an international field gives a good setting for international project work.

Management teams will be divided into subgroups and work together as well as compete against each other in some situations, trying to maximize the defined project goals. Some steps, e.g. strategic pre-analysis will be done on an individual basis.

Throughout the process of business simulation students will practice strategic thinking, project planning and management. Since the course emphasizes "learning by doing", active participation is key to pass.

Prerequisites:

• **Team Assessment:**

All activities are to be completed by fully collaborating teams. Unless there are unusual circumstances, all team members will receive the same grade.

Case Study (structure development of an automotive production systems): 50%

Presentation (international project management skills): 30%

• **Individual Assessment in German Language:**

Systematische Fabrikplanung: 20%

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

Lecture/Seminar profile:

Business Studies Advanced 3 (BB 10BST V3I)

Degree course	ILM
Lecturer	Mr. Axel Zugschwert
Course title	Business Studies Advanced 3
Course code	BB 10BST V3I
Contact hours per week	2
ECTS credits	3
Language of instruction	English
Places for international students	10

Learning objectives:

This advanced course explores selected topics of global business. The course concentrates on trading, multinational companies, international mergers, business, ethics and corporate social responsibility. The students develop a feeling about international dimensions of economy.

At the end of the course the students

- know the international trading blocs
- understand the chances and risks of globalization
- are able to identify the corporate social responsibility to the stakeholders

The students train their presentation skills and their English in discussions.

Format of course:

This course is not intended to be a “lecture” course. The students have to do some research, present their results, and participate in discussions, case studies and exercises actively.

Presenting the own views and listening to other possibly opposing arguments is an integrated part of the teaching method. Thus the students learn about critical and creative thinking. It is part of the method to learn about reception of diverse approaches, personalities and means of expression.

Case studies are assigned to teams of students. The case studies are prepared outside of the classroom and are discussed in class.

Students who are not attending class at the presentation or when the case is reviewed do not receive credit for that presentation or case analysis. There are no second dates for presentations or case studies.

Prerequisites:

Economical understanding

English level B2 in accordance with Common European Framework of Reference for Languages

Grading:

Students receive points for

- Group works (30%)
- Presentations (17.5%)
- Participation in discussions (52.5%)

Attendance:

Attendance is required.

Class Schedule:**EU and international trading blocs**

1. The reasons of trading blocs and the development of trading blocs
2. The four most important trading blocs NAFTA, ASEAN, UNASUR and European Union
3. Comparison of the countries of trading blocs and the trading blocs themselves

Globalization and multinational companies

1. Factors affecting globalization and the effects of globalization on business
2. Strategies, markets, products and key figures (e.g. turnover, number of employees, research and development, market value, liabilities) of typical multinational companies compared with key figures of Austria (e.g. GDP, inhabitants, tax payments, public debt)
3. Advantages and disadvantages of multinational companies

Mergers and acquisitions

1. Mergers and acquisitions worldwide
2. DaimlerChrysler: Organizing the Post-Merger Integration

Migration and business ethics

1. Migration and the problem of migrant workers
2. Ethical issues such as problems with environment, workers in the third world, corruption, new technologies, product availability, animal rights

Corporate social responsibility

1. What is CSR
2. Analysis of sustainability reports

Lecture/Seminar profile:

English Advanced 4 (ENG V4U)

Degree course	ILM
Lecturer	Mr. Nicholas Allen
Course title	English Advanced 4
Course code	ENG V4U
Contact hours per week	2
ECTS credits	2
Language of instruction	English
Places for international students	10 (2-3 students per group)

Learning objectives:

to improve communicative skills, including our ability to listen, to use English as a working and thinking

language with precision, a language to discuss in, use creatively.

- a. to develop team-awareness, our ability to welcome and utilise input from others
- b. Five to six formal debates, practising both specific debating and general presentation skills.
- c. to acquire a certain humanistic awareness of the development of Europe's culture and of its political development, this being essential to winning the good jobs! To think originally, but always as the result of good research and consideration.

The course must remain able to adapt to specific requirements and, in part, even be shaped by you as we go, as it already has been. In English. Spontaneity is vital despite careful preparation.

Prerequisites:

A willingness to be curious, to set out on an adventure, to be aware, to discover for yourself, to tread new paths.

Grading:

A. Session Work Input: 60/100

1. Use of English.	15
2. Active input.	15
3. Mündigkeit, originality, awareness, informed.	25
4. Subjective assessment.	5
Minimum Total	60

B. Essay: 40/100

1. Quality of English, structure and style.	15
2. Quality of research and preparation, relevance, awareness, quality of content and thought, substantiated originality. Awareness of historical context and substance of course.	20
3. Subjective assessment.	5
Minimum Total	40

Attendance:

Full attendance is required.

Lecture/Seminar profile:**E-Business 5 – Business plan design (M15-EBIZV5I)**

Degree course	MEB
Lecturer	
Course title	E-Business 5 – Business plan design
Course code	M-15EBIZV5I
Contact hours per week	2
ECTS credits	4,5
Language of instruction	English
Places for international students	Minimum 5 (otherwise not available for incoming students)! Maximum 10

Learning objectives:

The objective of the course is to apply the contents learned in the disciplines of marketing, Internet and ICT, processes and finance in a case study. Students make an existing business “e-ready” or build up a new business in context of the Digital Economy.

Contents:

- Strategic positioning, customer benefits, value proposition
- Functional strategies: marketing- and communications strategies
- Information infrastructure
- Process models
- Economic evaluation, business plan

Lecture/Seminar profile:

Special Chapters of Marketing and E-Business with Bachelor Work 1 (M-SKMEBV2S)

Degree course	MEB
Lecturer	Mr. Gerald Petz, Mr. Andreas Auinger, Ms. Kathrin Lager, Mr. Harald Kindermann
Course title	Special Chapters of Marketing and E-Business with Bachelor Work 1
Course code	M-SKMEBV2S
Contact hours per week	2
ECTS credits	6
Language of instruction	English
Places for international students	Minimum 5 (otherwise not available for incoming students)! Maximum 10

Learning objectives:

n.a.

Content:

- Current issues and problems in selected areas of marketing, e-marketing, electronic business and information and Internet technologies.
- As a part of the course students have to write a research paper (Bachelor Thesis 1)

Lecture/Seminar profile:

Project Management (MAN 2I)

Degree course	PMT
Lecturer	Mr. Harald Udl
Course title	Project Management
Course code	MAN 2I
Contact hours per week	1
ECTS credits	2
Language of instruction	English
Places for international students	5

Learning Objectives:

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

- Understand general connections and backgrounds in the surrounding of projects
- Know about organizational and structural necessities of a company for the completion of projects
- Understand the important phases within project management
- Apply the following tools:
 - Work breakdown structure
 - Budget breakdown structure
 - Resource allocation diagram
 - Milestone table
 - Gantt chart (Bar Chart)
 - CPM chart

Format of Course:

The students are acquainted with the problems of processing projects and the tools of professional project management.

Subjects covered:

- Basic aspects & strategic connections
 - Historical development
 - Definition
 - Project types
 - Organizing for project management
 - Project investment and budget evaluation
 - Resistance to change and possible risks
- Project definition
 - Work breakdown structure (WBS)
 - The key project management variables
 - Milestone plan
- Project planning
 - Gantt chart (Bar Chart)
 - Critical path method (CPM)

- Program evaluation and review technique (PERT)
- Document of Approval
- Resource allocation & project budgeting
 - Resources and their allocation
 - Resource loading diagram
 - Resource levelling
 - Managing and optimizing limited resources
 - Budget structure
- Project execution
 - Minutes of meeting
 - Milestone analysis
 - Implement adjustments
- The human side of project management
 - Leading project teams
 - Team development
 - Design of balanced teams

Teams will be established to work practically with the tools and the results will be presented to the class in order to get feedback.

Pre-Requisite Skills:

- Intermediate English Language skills

Grading:

In a written examination the students have to answer a total of twelve questions, which cover in sum the whole content of the course. The total score is one hundred. Each question varies between “4” and “12”. The individual scoring of each question depends on the percentage of fulfilling the questions requirement.

Scoring:

0 - 60 = 5 (failed)

61 - 75 = 4

76 - 85 = 3

86 - 95 = 2

96 - 100 = 1 (excellent)

A minimum of 20 points is necessary out of questions 10–12 (Case Study) to reach a positive score in total.

The questions 10 – 12 (Case Study) have a maximum score of 12 points per question.

Attendance:

Missing the class requires a comprehensive self-study by using the script/lecture notes or contacting the lecturer. Also the presentation of group-work results requires the presence of the students.

Lecture/Seminar profile:

English 3 (ENG V3U)

Degree course	PMT
Lecturer	Ms. Karin Ertl, Ms. Ashley Lambert, Mr. Frank Cromack
Course title	English 3
Course code	ENG V3U
Contact hours per week	2
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. 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:

- Start-ups
- Resources
- Power

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 lexical cloze and register 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.

Prerequisites:

Upper intermediate English skills
English semester 1 and 2

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:

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 plan

Class Schedule (topics based)**Part 1**

Start-ups

Intensive reading

Part 2

Resources

Part 3

Power

Required Text:

- Insights into Business (Units 1-3)

Tonja Trappe

ISBN: 0-58233553-1

- Intensive reading assignments and handouts
- A novel or selected literature

Lecture/Seminar profile:

Marketing 3 (B MAR E3V)

Degree course	PMT Bachelor
Lecturer	Mr. Klemens Dolzer
Course title	Marketing 3
Course code	B MAR E3V
Contact hours per week	2
ECTS credits	2
Language of instruction	English
Places for international students	5

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.

Prerequisites:

- 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:

Industrial Psychology (BB-M-IPS)

Degree course	GSM-M
Lecturer	Ms. Kathrin Kordon
Course title	Industrial Psychology
Course code	BB-M-IPS
Contact hours per week	1
ECTS credits	3
Language of instruction	English
Places for international students	3

Learning Objectives:

Students:

- understand the role played by psychology in the analysis of organizational phenomena and in the solution of organizational problems.
- have an overview of different approaches used by theorists and practitioners in the study of organizational behaviour over time and have an awareness for current phenomena.
- know different theoretical approaches regarding the growing of personalities
- can define both a group and a team
- are familiar with basic concepts of Group Dynamics (roles in Groups, power positions, role & function)
- have an understanding for phases in team development and possible leadership interventions
- have a basic knowledge of the nature of conflict and its implications on organizational dynamics
- understand the concept of motivation and can differentiate motivational aspects according to different theoretical approaches
- have an understanding of current phenomena in the business world (such as self-management and work-life-balance, burn-out, cooperation and networks, virtual team work)

Format of Course:

This course is based on:

- input and lectures of theoretical approaches and models
- application of these theories and approaches to current organisational realities
- group discussion
- group and pair work
- reading and analysis of relevant literature and articles 2

Pre-Requisite Skills:

None

Grading:

49% attendance and participation in class

51% exam

International Law (M-ILA1I)

Degree course	GSM-M
Lecturer	Mr. Armin Toifl, Ms. Isabella Hödl
Course title	International Law
Course code	M-ILA1I
Contact hours per week	1
ECTS credits	3
Language of instruction	English
Places for international students	3

Learning objectives:

The graduate integrates legal aspects of the target markets into his market related considerations; masters an *objectives oriented* coordination and guidance of international teams and projects; knows about the basic rights and duties of employees; detects cases with a potential for legal threads and consults the legal department, the personnel department or the external solicitor.

Prerequisites:

Introduction to Civil and Commercial Law, Constitutional Law and European Law, Company Law, Insolvency Law and Labour Law. Introduction to General Management and Business Administration, especially Marketing and Financial Management. Advanced English Skills

Grading:

Assignment. Final written examination, consisting of three parts, 30 points each, 90 points in total. Each part has to be passed (15 points at least). In class assignments to be handed out by each teacher.

Participation. Since class discussion is an integral part of the learning process, student participation in discussion is essential. Participation level in class is integrated into grading.

Preparedness. Students are expected to be prepared for each class session by completing any outside readings or other assignments that may be required.

Attendance:

Students are expected to attend each class in order to be able to actively participate in class discussions.

Lecture/Seminar profile:

Management and Leadership (M-MAL)

Degree course	GSM-M
Lecturer	Mr. Peter Brandstätter
Course title	Management and Leadership
Course code	M-MAL
Contact hours per week	2
ECTS credits	3
Language of instruction	English
Places for international students	3

Learning Objectives:

This course is designed to provide an overview concerning leadership concepts in order to enable students to challenge and develop their leadership style and behavior with conceptual foundation.

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

- distinguish between management behavior and leadership style
- be able to analyze leadership theories critically and challenge simple solutions to leadership based on the theoretical framework given
- understand the implications and consequences of different leadership styles
- be able to assess the effectiveness of leadership styles based on the development stage of an organization and based on the level of managerial requirements
- understand reasons for resistance to change and have a framework of how to deal with this resistance productively
- are able to develop their own ethical approach to leadership issues
- know fundamental leadership tools, such as appraisal, counselling and MbO-systems.

Format of Course:

Overview on leadership

Leadership styles and behavior classical and state-of-the-art theoretical models on leadership

Development stages of an organization and leadership

Tools and instruments of leadership

Leadership role model, values and ethics in leadership

Lecture, group assignments, case studies, students presentations, discussion 2

Pre-requisite Skills:

None

Grading:

attendance and participation, group assignment
exam

Attendance:

Attendance required

Literature:

Pardey

Lecture/Seminar profile:**Marketing Information Systems (M-MAS3ILV)**

Degree course	GSM-M
Lecturer	Mr. Jörg Kraigher-Krainer, Mr. Gerhard Svolba
Course title	Marketing Information Systems
Course code	M-MAS3ILV
Contact hours per week	2
ECTS credits	3
Language of instruction	English
Places for international students	6 (3 students per group)

Learning objectives:

The graduate is able to understand and describe methods to analyse customer behaviour. He/she is able to discuss and argue the advantages and properties of marketing information systems.

He/she understands the capabilities and limits of the main analytical methods for marketing analysis.

He/she is able to describe the features of a campaign management system and a marketing information system.

He/she understands the requirements to data and data quality of such methods and systems.

Content:

- Introductory case studies Building a Marketing Information System
- Information Systems - Business Considerations
- Data Mining Methods and Applications
- Preparation of the analysis data
- Data Quality
- Information Systems – Reporting
- CRM and Marketing Systems
- Simulations and What-If-Analyses

Format of course:

The lecture is integrated and works with a mix of lecture, plenary discussion, software demos and case studies.

Prerequisites:

All attendants have to have a bachelor diploma with at least: Marketing and Strategy: 8 ECTS

Grading:

The final grade is determined by the components:

- Active class participation (5 %)
- Two written texts (65 % + 30 %)

Attendance:

Obligatory

Suggested Literature:

- Gordon Linoff, Michael Berry: Data Mining Techniques 3rd; Edition copyright 2011 by John Wiley & Sons ISBN 0-470-65093-1
- Thomas Davenport: Competing on Analytics; copyright 2007 by Harvard Business School Press ISBN 1422103323
- Ian Ayres: Super Crunchers; copyright 2007 by Bantam Dell ISBN 0553805401
- Gerhard Svolba: Data Preparation for Analytics Using SAS; SAS Press 2006
- Gerhard Svolba: Data Quality for Analytics Using SAS; SAS Press 2012
- Davis, Miller, Russel: Information Revolution; Wiley 2006

Lecture/Seminar profile:**Cross-Cultural Marketing (M-CCM3VO)**

Degree course	GSM-M
Lecturer	Mr. Andreas Zehetner
Course title	Cross-Cultural Marketing
Course code	M-CCM3VO
Contact hours per week	1
ECTS credits	2
Language of instruction	English
Places for international students	6 (3 students per group)

Learning objectives:

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

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

Course format:

Theoretical Input / Case Studies /Guest Lecture

Grading:

The final grade is based on

- active class participation (40%)
- a final written exam at the end of the term (60%)

Attendance: Full attendance is required

Sources

Burton (2009): Cross-Cultural Marketing

Usunier/Lee (2011): Marketing Across Cultures

Raab et al. (2010): The Psychology of Marketing. Cross-Cultural Perspectives

De Mooij (2010): Global Marketing and Advertising: Understanding Cultural Paradoxes.

Hollensen (2011): Global Marketing: A Decision Oriented Approach

Kotabe/Halsen (2011): Global Marketing Management

Levitt, T. (1983). The Globalization of Markets, Harvard Business Review, May-June, 92-102.

Grunert, K. G., Grunert, S. C. et al. (1989). Cross-cultural research on consumer values. Marketing and Research Today (February) 30-39.

Polonsky, M. J., Askegaard, S. et al. (1995). Cross-Cultural Data Analysis: Some Issues and Potential Solutions. Fifth Symposium on Cross-Cultural Consumer and Business Studies, Hong Kong, December 10-13, Provo, UT: Brigham Young University.

Terawatanavong/Quazi (2006): Conceptualising the link between national cultural dimensions and B2B-relationships. Asia Pacific Journal of Marketing and Logistics 18/3, pp. 173-183

Malhotra et al. (1996) Methodological issues in cross-cultural marketing research. International Marketing Review 13/5, pp. 7-43

Simintiras et al. (1997) Cross-Cultural Sales Negotiations. A literature review

Lecture/Seminar profile:**Product, Service and Brand Management (M-PBM3ILV)**

Degree course	GSM-M
Lecturer	Mr. Pavel Strach, Mr. Thomas Höllbacher, Mr. Gerold Weisz
Course title	Product, Service and Brand Management
Course code	M-PBM3ILV
Contact hours per week	2
ECTS credits	3
Language of instruction	English
Places for international students	6 (3 students per group)

Learning objectives:

Developing understanding of Product management: theory and practice.
Developing overview and understanding of New Product Management.
Introducing techniques and tools for successful New Product Management.
Developing understanding of Life-cycle management tactics.
Building awareness of the necessary knowledge and skills for complex role of Product manager.
Developing ability to understand differences in B2C and B2B Product Management.

Format of course:

The lecture structured around presentation of most important topics and concepts, emphasized with examples from B2B and B2C practice, plenary discussion, required readings, and group assignments.

Tentative course structure:

Product Management Conundrum
Upstream Product Management
Downstream Product Marketing
Team, People, Organization

Prerequisites:

All attendants have to have a bachelor diploma with at least:

Marketing and Strategy: 8 ECTS
Finance and Accounting: 8 ECTS
Human Resource Management: 6 ECTS

Attendance:

Compulsory

Lecture/Seminar profile:

Global Account Management (M-GAM3ILV)

Degree course	GSM-M
Lecturer	Mr. Christian Stadlmann, Ms. Christina Tanzer
Course title	Global Account Management
Course code	M-GAM3ILV
Contact hours per week	2
ECTS credits	3
Language of instruction	English
Places for international students	3

Learning objectives:

The course is a follow-up course to Key Account Management. It aims to investigate the particularities of Global Account Management from practical as well as theoretical point of view. It consists of two parts: First specific challenges and possible solutions of Global Account Management are discussed and elaborated. Second, the management of internal and global operating customer networks are addressed to effectively manage customer relationships.

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

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

Format of course:

This course integrates elements of a lecture with the practical application in form of case studies.

The students will study literature about the major challenges of Global Account Management and practise their knowledge in the form of team work in class and as preparation for the different sessions.

Prerequisites:

- Course "Key Account Management"
- Advanced English skills

Grading:

Assessment:

Cases must be accomplished in teams. Solutions will be discussed in class or have to be handed in in a written form.

Sound preparation – i.e reading literature and case studies and extracting most important findings – for the different sessions is crucial to participate in class and hence, to pass the course positively.

The final grade will be calculated:

- 1) Solutions & participation in class
10%
- 2) Written assignments & presentations
20%

- 3) Exam
70%

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

Lecture/Seminar profile:

Sales Abroad and Sales Subsidiaries (M-SAS3ILV)

Degree course	GSM-M
Lecturer	Mr. Hannes Leopoldseder
Course title	Sales Abroad and Sales Subsidiaries
Course code	M-SAS3ILV
Contact hours per week	1
ECTS credits	1
Language of instruction	English
Places for international students	3

Learning objectives:

The course has the goal to give the students concepts, tools and processes in hand for finding new markets with the goal of “foundation of a subsidiary” and to exchange and transfer practical experience over years. It should make clear the importance of culture and mentality, distance and time differences and the financial factors. It gives an insight into organisational structures for different types of subsidiaries and controlling methods and instruments.

After the course students should be able to:

1. Understand the key criteria for finding new markets for own subsidiaries.
2. The student has a sample tool and sample process in hand.
3. Knowing the importance of a clear defined interface between mother- and daughter-company.
4. Knowing the importance of the right colleagues in mother- and daughter-company, what they have to fulfil which mentality they have to have.
5. Are able to draw up the strategic decision paper for the decision board.

Format of course:

This course integrates elements of a lecture with workshop elements (team work sessions), active collaboration of the students required.

Prerequisites:

- Knowledge about sales organisation and processes, management and marketing
- Knowledge about selection of foreign markets and controlling of sales partners
- English skills

Grading:

Assessment:

Participants must receive a passing grade on the final exam. Material relevant for the exam: all instruments, slides and summaries during the course.

The final grade will be calculated:

- | | |
|---------------------------------------|-----|
| 1) Final exam | 80% |
| 2) Active participation in the course | 20% |

Attendance:

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

Lecture/Seminar profile:**Global Price Management (M-GPM3VO)**

Degree course	GSM-M
Lecturer	Mr. Robert Füreder
Course title	Global Price Management
Course code	M-GPM3VO
Contact hours per week	1
ECTS credits	1
Language of instruction	English
Places for international students	6 (3 students per group)

Course description:

This course is designed to obtain a deep understanding of price management for B2B markets. The students will gain an understanding the different price methods and will recognize the importance of price management in the B2B area.

By the end of the term students should be able to

- Understand how important price management is
- Are able to apply the different methods of price setting
- Recognize the importance of price psychology
- Understand the importance of sales management for the internal price process
- Are able to apply the right methods for value based pricing
- Are able to develop special knowledge about price management by reading articles and put this knowledge into practice
- Understand the current situation in the Austrian Industry

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 practise their knowledge and theory in the form of case studies, which include team work.

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

Prerequisites:

- Knowledge of marketing (strategic marketing)
- Deep knowledge about sales and sales management
- Deep understanding of different functional departments in a firm
- Good command of English

Grading:**Composition of Final Grade:**

20% active contributions during the lecture courses / 80% grade of the final exam

5 groups (2 Persons each group) can present a science based article about Service and Pricing. The article has to be approved by Mr. Füreder)

This presentation would increase their final grade by one level (only if the exam will be positive)

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

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

Degree course	International Office
Lecturer	Ms. Manuela Holzer
Course title	Austrian Culture and Civilization
Course code	IO-ACC
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:

Conflict Management (IO-CM)

Degree course	International Office
Lecturer	Ms. Jutta Höllriegl
Course title	Conflict Management
Course code	IO-CM
Contact hours per week	2
ECTS credits	3
Language of instruction	English
Places for international students	40 (20 students per group)

Learning objectives:

1. Understand the reasons of conflicts.
2. Understand the difference between perception and judgment and the influence of (national, racist etc.)
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 nationalities, working together, etc.). It ranges from cognitive understanding to practical exercises and “field 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 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:

Capital Budgeting (IO-FIN3)

Degree course	International Office
Lecturer	Mr. Javier Valero
Course title	Capital Budgeting
Course code	IO-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 calculate the NPV of projects which can be evaluated. Also, will be able to calculate and interpret the results produced from each of the different methods when evaluating a single capital project: net present value (NPV), internal rate of return (IRR), 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 and 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 27 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 awarded 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 (IO-IBB)

Degree course	International Office
Lecturer	Mr. Jörg Kraigher-Krainer
Course title	International Buyer's Behavior
Course code	IO-IBB
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 tactical marketing actions. Due to the increasing importance of international business and understanding of the differences and similarities in purchase decisions across cultures in purchase decisions has emerged to another "hot spot" within this field of research. Corresponding research focuses on these both topics, (1) general findings on purchase decision making and information processing and (2) cultural aspects of decisions.

Students should:

- Be able to understand the psychological patterns that cause and shape a certain buying decisions for a 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 social networks;
- 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 markets 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 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:

Logistics Insight (IO-LI)

Degree course	International Office
Lecturer	Mr. Hans-Christian Graf
Course title	Logistics Insight
Course code	IO-LI
Contact hours per week	2
ECTS credits	4
Language of instruction	English
Places for international students	25

Learning objectives:

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

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

- Analyse pros and cons of logistic solutions
- Get an overview about practical implementation hurdles
- Integrate solutions for transport and warehousing
- 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 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 calculation

Prerequisites:

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

Grading:

Individual tests:

The students have to defend gained knowledge about each of demonstrated supply chains and will be tested on each 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 (IO-MBO)

Degree course	International Office
Lecturer	Mr. Dieter Schauer
Course title	Leadership Training in Management by Objectives
Course code	IO-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” -

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 (IO-OMG)

Degree course	International Office
Lecturer	Mr. Joachim Paul Althaler
Course title	Operations Management
Course code	IO-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, 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 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 analyzing a production system and developing sustainable competitive advantages through the applied production planning method:

Course Flow:

1. Wiendahl's 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 (IO-PGW)

Degree course	International Office
Lecturer	Ms. Jutta Höllriegl
Course title	Professional Performance in a Globalised World
Course code	IO-PGW
Contact hours per week	1
ECTS credits	2
Language of instruction	English
Places for international students	Mandatory for all incoming students!

Learning Objectives:

1. Students are requested to think out of the box, break their patterns of behaviour and learn how to move and perform in a new and unusual environment. This aim should be reached by various tasks in and outside the classroom, so that students are “forced” to approach new people, find information in the real world and not only in the virtual world.
2. Furthermore the course aims at raising the personal awareness for the students themselves but also for the surrounding world (people, place). What is part of the Austrian culture and how does one notice “differences”? What is the most appropriate way to deal with unknown situations?
3. Get an introduction to the topic of culture and intercultural communication / management / performance. Fulfilling different tasks and approaching the local people who do not speak English as their daily language – how should this be done?
Plus getting the connection to professional life (i.e. working in multicultural teams spread all over the world) challenges and opportunities when dealing with cultural differences.

Format of Course:

Interactive seminar: tasks in small groups (always new groups so that people are invited to deal with new colleagues all the time), self-reflection after fulfilling the task, sharing experiences in the plenary session. Written assignment at the end of the course.

Pre-Requisite Skills:

Good knowledge of English

Grading:

Attendance; co-operation; assignment

Lecture/Seminar profile:

Practical Introduction to Studies (IO-PI)

Degree course	International Office
Lecturer	Ms. Marlies Schmidthaler, Mr. Anton Edtmeier
Course title	Practical Introduction to Studies
Course code	IO-PI
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 main result is the maximization of students' potential to increase their study abroad results. Besides addressing cultural 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
- Being able to have a deeper understanding of Austrian Culture (i.e. its media....)
- Know more about their own culture and their place in the world

Format of Course:

The course consists of 4 parts including an excursion to two historical important institutions in Upper Austria. In the first part, students will get to know members of other cultures, especially the Austrian culture and figure out differences. The second part focuses on the practical organization of their studies. The second part is the active participation in the International Fair. As a result of this course, students will produce a short video showing their particular experiences and stories while living in Steyr, which will be presented to an audience (staff and students of the university) at the end of the semester. The third and fourth part of this course provides students with technical support for creating their videos.

Grading:

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

Composition of Final Grade:

Participation at all parts of the course, active participation in International Fair	50%
Preparation of the video and presentation	50%

Attendance:

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

Lecture/Seminar profile:

Supply Chain Management (IO-SCM)

Degree course	International Office
Lecturer	Mr. Thomas Wallner
Course title	Supply Chain Management
Course code	IO-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 course, 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 evaluating 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 include:

- 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 includes:

- 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:

German for Beginners (IO-GB)

Degree course	Language Department
Lecturer	Ms. Petra Schabhüttl / Ms. Karin Maresch
Course title	German for Beginners
Course code	IO-GB
Contact hours per week	2
ECTS credits	4
Language of instruction	English/German
Places for international students	40 (20 students per group)

Learning Objectives:

- Students learn to communicate in a range of situations in both public and private context as well as in 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 (IO-GLI)**

Degree course	Language Department
Lecturer	Ms. Barbara Reisenbichler
Course title	German Lower Intermediate
Course code	IO-GLI
Contact hours per week	2
ECTS credits	4
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 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 (IO-GI)**

Degree course	Language Department
Lecturer	Ms. Silvia Winter
Course title	German Intermediate
Course code	IO-GI
Contact hours per week	2
ECTS credits	4
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 role-play, text 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