



**FACHHOCHSCHULE
WIENER NEUSTADT**
Austrian Network for Higher Education
University of Applied Sciences



BUSINESS

Business Consultancy International
Bachelor's degree programme

MODULE DESCRIPTIONS

BACHELOR BUSINESS CONSULTANCY INTERNATIONAL

Curriculum-Matrix

Bachelor Business Consultancy International

1. Semester				
Nr.	Modules	Lecture units	Number of groups	ECTS
1	Introduction to Business Administration	30	2	4
2	Fundamentals of Accounting	30	3	4
3	Business Software Systems	30	6	4
4	Mathematics for Business and Economics	30	3	4
5	Microeconomics	30	3	4
6	Marketing & Sales I	30	3	4
7	English for Academic Purposes I	30	6	3
8	Social & Professional Skills I	30	6	3
Sum				30
Semester weeks (incl. exams)		15		

2. Semester				
Nr.	Modules	Lecture units	Number of groups	ECTS
1	Principles of Management	30	2	4
2	Financial Accounting	30	3	4
3	Corporate Finance I	45	3	4
4	Legal Systems and Principles	30	1	4
5	Macroeconomics	30	3	4
6	Marketing & Sales II	45	3	4
7	English for Academic Purposes II	30	6	3
8	Social & Professional Skills II	30	6	3
Sum				30
Semester weeks (incl. exams)		15		

3. Semester				
Nr.	Modules	Lecture units	Number of groups	ECTS
1	Law for International Business	30	1	4
2	Management Accounting	30	3	4
3	Corporate Finance II	30	2	4
4	Strategic Management & Corporate Planning	30	1	4
5	Statistics for Business and Economics	30	2	4
6	Corporate Governance & Business Ethics	30	1	4
7	Academic Skills I	30	3	3
8	Social & Professional Skills III	30	4	3
Sum				30
Semester weeks (incl. exams)		15		

4. Semester				
Nr.	Modules	Lecture units	Number of groups	ECTS
1	Consultancy Models & Skills I	60	3	6
2	Financial Planning, Budgeting & Controlling	30	6	4
3	Business Information Systems	30	6	4
4	Academic Skills II	30	3	4
Specialisation: International Accounting and Finance				
5	Analysis of Financial Statements and Financial Reporting	30	1	4
6	Banking, Credit and Money Markets	30	1	4
7	Capital Markets and Investment	30	1	4
Specialisation: International Management and Leadership				
8	Human and Social Behaviour	30	1	4
9	Organisational Behaviour	30	1	4
10	Human Resource Management	30	1	4
Specialisation: International Marketing and Sales				
11	Applied Selling	30	1	4
12	Consumer Behaviour	30	1	4
13	Marketing Strategy and Planning	30	1	4
Sum				30
Semester weeks (incl. exams)		15		

5. Semester				
Nr.	Modules	Lecture units	Number of groups	ECTS
1	Consultancy Models & Skills II	60	3	6
2	Bachelor Paper Seminar	15	6	6
3	Company Analysis	30	3	4
Specialisation: International Accounting and Finance				
4	Derivative Securities and Structured Finance	30	1	4
5	Multinational Finance and Risk Management	30	1	4
6	Special Issues in Accounting and Taxation	45	1	6
Specialisation: International Management and Leadership				
7	International HR Law	30	1	4
8	International HR Consultancy	30	1	4
9	Leadership and IHR Development	45	1	6
Specialisation: International Marketing and Sales				
10	Marketing/Sales Controlling	30	1	4
11	Sales Force Management	30	1	4
12	Strategic Brand Management	45	1	6
Sum				30
Semester weeks (incl. exams)		15		

6. Semester				
Nr.	Modules	Lecture units	Number of groups	ECTS
1	Bachelor paper	15	3	8
2	Internship	0	0	22
Sum				30
Semester weeks (incl. exams)		15		

Module Descriptions

Bachelor Business Consultancy International

First Semester (WS)

Module:	Module title:	Credits:	Hours/Week:
IBA	Introduction to Business Administration	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	1st Semester		
Course Leader	Robert Pichler		
Level	Beginner		
Course prerequisites	None required		
Block course	No		
Participants	all BBCi		
Groups	Yes		
Contribution to subsequent modules	Prerequisite for all subsequent Business and Economics Modules		
Bibliography	Donald J. Ebert, Ricky W. Griffin: Business Essentials. Pearson, current edition.		
Course objectives	This module provides a solid foundation of the essential topics that first-semester business students need to understand, particularly those without any previous knowledge in or exposure to business administration. Its focus is on providing an overview of all relevant areas of business administration, on practical skills, knowledge of the basics, and important developments in today's business world.		
Format	ILV		
Evaluation	Continuous evaluation and Final Exam		
Course content	<ul style="list-style-type: none"> • The business environment • Business Ethics and Responsibility • The global context of Business • Business Management • Organization Structures • People in Organizations • Marketing and Consumer Behavior • Financial Issues and Banking • Accounting Information 		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
FOA	Fundamentals of Accounting	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	1st semester		
Course Leader	Marie Nitzlader		
Level	Beginner		
Course prerequisites	None required		
Block course	no		
Participants	all BBCi		
Groups	Yes		
Contribution to subsequent modules	Financial Accounting, Cost Accounting		
Bibliography	<p>Book: Horngren, C. T.; Sundem, G. L.; Elliott, J. A.; Philbrick, D. R.: "Introduction to Financial Accounting", Pearson Education Ltd., current edition</p> <p>Journals/ Periodicals: Relevant journals and periodical articles as applicable</p>		
Course objectives	<p>Working in a business environment requires the ability to read, understand and use financial statements. The base-level module enables students to prepare and use financial accounting data, understand the parts of financial statements as well as how the balance sheet, income statement and cash flow statement are related. Emphasis is placed on how to interpret and apply the information provided by financial statements as well as how economic events shape the structure of financial statements. This gives students the requisite background to choose advanced options later on.</p> <p>After passing this course students should be able to apply the concepts to new and different situations and to participate in current discussions on financial statements in the media.</p>		
Format	ILV: Lectures, Tutorials		
Evaluation	Continuous evaluation and finale exam		
Course content	<p>This introductory accounting course pursues the goal to provide a good foundation in financial accounting that enables students to understand the basic concepts underlying financial statements.</p> <p><u>Topics covered in this course:</u> Accounting: The Language of Business; Measuring Income to Assess Performance; Recording Transactions; The Accounting Cycle; Accrual Accounting and Financial Statements; Inventories and Cost of Goods Sold; Non-Current Assets.</p>		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
BSS	Business Software Systems	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	1st Semester		
Course Leader	Jonathan Gibbs		
Level	Beginner		
Course prerequisites	None required		
Block course	Yes		
Participants	all BBCi		
Groups	Yes		
Contribution to subsequent modules	Business Information Systems		
Bibliography	Books: Etheridge, D.: "Microsoft Office Excel 2007 Data Analysis"; Wiley 2007; Compiled exercises produced by class tutors		
Course objectives	Students are introduced to fundamental principles in the use of business based software applications. Emphasis is placed on improving key competences in the professional production of business reports, financial statements and the processes involved in the creation of key business documentation.		
Format	ILV		
Evaluation	Continuous evaluation, Final Exam		
Course content	Students will be introduced to the production of both technical and non-technical documentation. Emphasis will be placed on document automation using advanced features of Microsoft Word for the creation of large documents (for use in creating dissertations, seminar papers and company report writing). The differentiation between static and dynamic documentation will be established combined with a suitable introduction to bookmarking and simple logic. Students will be given a brief overview in the creation of presentation slides (and their associated templates) coupled with the necessary skills to create, design and implement simple dynamic web sites. Furthermore, students will be introduced to the concept of spreadsheet design and practical implementation through the use of the Microsoft Excel software package. Principles relating to the reasons why common tasks are completed in a particular way combined with methods to improve efficiency and effectiveness will also be instructed.		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
MBE	Mathematics for Business and Economics	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	1st Semester		
Course Leader	Christian Anzur		
Level	Beginner		
Course prerequisites	None required		
Block course	No		
Participants	all BBCi		
Groups	Yes		
Contribution to subsequent modules	Corporate Finance I, Corporate Finance II, Derivative Securities and Structured Finance		
Bibliography	Books: Bradley, T.; Patton, P.: "Essential Mathematics for Economics and Business"; Wiley&Sons, 3rd Ed.; Sydsaeter, K.; Hammond, P.: "Essential Mathematics for Economic Analysis"; Prentice Hall, 2nd Ed		
Course objectives	The module will provide students with the understanding of the mathematical techniques which are used in the fields of business and finance, and the ability to use them for problem-solving in a variety of economic, business and finance contexts.		
Format	ILV		
Evaluation	Continuous assessment, Final Exam		
Course content	Linear functions; Exponential and logarithmic functions; Financial mathematics; Differentiation; Single variable optimisation; Multivariate differentiation and constrained optimisation; Integration; Matrix algebra; Introduction to linear programming		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
MICRO	Microeconomics	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	1st Semester		
Course Leader	Kerstin Strobach		
Level	Beginner		
Course prerequisites	None required		
Block course	Partly		
Participants	all BBCi		
Groups	Yes		
Contribution to subsequent modules	Prerequisite for all business modules		
Bibliography	<p>Books: Robert C. Allen: Global Economic History: A Very Short Introduction. Oxford University Press, Oxford 2011. Partha Dasgupta: Economics: A Very Short Introduction Oxford University Press, Oxford 2007. Avinash Dixit: Microeconomics: A Very Short Introduction Oxford University Press, Oxford 2014. James D. Gwartney, Richard L. Stroup, Dwight R. Lee, Tawni Hunt Ferrarini: Common Sense Economics: What Everyone Should Know about Wealth and Prosperity. St. Martins Press, New York 2010. Luigi Zingales: A Capitalism for the People: Recapturing the Lost Genius of American Prosperity, Basic Books, New York 2012.</p> <p>Journals/Periodicals: The Economist, Financial Times, Wall Street Journal</p>		
Course objectives	<p>Capability to analyse problems in a rigorous economic, mainly microeconomic manner; understanding the functioning of the market economy; understanding economic decision making of key economic actors and of the basic economic methods; understanding of how the market economy works and the preconditions for its proper working; knowing the most important developments and issues of economic thought; understanding of the recurrent problems between market and government; capability to analyse economic policy proposals; familiarity with the most important economic sources.</p>		
Format	ILV		
Evaluation	Continuous Evaluation and Final Exam		
Course content	<p>Basic terms and concepts of microeconomics; theory of production and costs; theory of the firm and the household; demand and supply; market structure: structure – conduct - performance; role of government in the economy; asymmetric information and welfare economics; emphasis on microeconomic applications for managerial and consultancy ability.</p>		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
MS1	Marketing & Sales I	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	1st Semester		
Course Leader	Johannes Reiterer		
Level	Beginner		
Course prerequisites	None		
Block course	No		
Participants	all BBCi		
Groups	Yes		
Contribution to subsequent modules	Marketing & Sales II All subsequent modules of the Marketing (IMS) Specialisation		
Bibliography	<p>Books:</p> <p>Kotler, Armstrong, Wong, Saunders. Principles of Marketing. Essex: Pearson Education Limited. (latest edition)</p> <p>Tanner, Honeycutt, Erffmayer. Sales Management - Shaping Future Sales Leaders. New Jersey: Pearson Education (latest edition)</p> <p>O'Guinn, Allen, Semenik. Promo2. Mason: South-Western (latest edition)</p> <p>Journals/Periodicals: International Journal of Research in Marketing, Journal of Marketing, Marketing Management, Journal of Marketing Research, Journal of International Marketing, MIT Sloan Management Review</p>		
Course objectives	<ul style="list-style-type: none"> • Students are able to describe the core process of Marketing. • Students are able to describe a strategic marketing management process. • Students are able to write a marketing plan. • Students have the ability to apply a segmentation, targeting positioning process. • Students are able to describe different pricing strategies, marketing channels and product categories. • Students have the ability to create a communication mix for different product categories. • Students have the ability to design a sales process for products. • Students have the ability to identify a Buying Centre in an Organization. • Students can describe the tasks of a Sales Manager. 		
Format	ILV		
Evaluation	Continuous Evaluation and Final Exam		
Course content	<p>The core process of Marketing</p> <p>Strategic Marketing Management Process</p> <ul style="list-style-type: none"> • Content of a Marketing Plan • Marketing Strategies • Competitive Strategies • The Marketing Environment 		

	<ul style="list-style-type: none"> • Tools like BCG, SWOT Segmentation, Targeting Positioning Consumer decision Making process
Course content	Marketing Mix <ul style="list-style-type: none"> • Product + Branding, Price, Place • Promotion (IMC, Evaluation of Communication Effectiveness) B2B Market Environment <ul style="list-style-type: none"> • Market Structure and Demand • Decision Making Process + Buying Centre in an Organization • Personal Selling and the Selling Process Tasks of a Sales Manager <ul style="list-style-type: none"> • Designing a Sales Force, Managing a Sales Force
Module version	March 2015

Module:	Module title:	Credits:	Hours/Week:
EAP1	English for Academic Purposes I	3 ECTS	2 SWS
Degree Programme	BBCi		
Semester	1st Semester		
Course Leader	Desiree Verdonk		
Level	C1 CEFR		
Course prerequisites	None		
Block course	No		
Participants	all BBCi		
Groups	Yes		
Contribution to subsequent modules	All modules since English is the language of instruction		
Bibliography	Emmerson, P.: "Business Grammar Builder"; Macmillan Publishers Limited, current edition		
Course objectives	<p>The ability to</p> <ul style="list-style-type: none"> • communicate effectively in written and oral form for business purposes, thereby demonstrating the appropriate degree of formality; • comprehend university-level texts; • apply grammatical principles correctly to achieve a mature and fluent level of proficiency. 		
Format	ILV		
Evaluation	Continuous Evaluation and Final Exam		
Course content	<p>GRAMMAR: In-depth look at more complicated grammatical structures and special usages.</p> <ul style="list-style-type: none"> . Review of tenses . Conditional statements . Construction and use of passive structures . Sentence transformation <p>WRITTEN COMMUNICATION:</p> <ul style="list-style-type: none"> . Formality (register) . Links & transitions . Professional emails . Collocations <p>ORAL COMMUNICATION</p> <ul style="list-style-type: none"> . Impromptu presentations <p>READING COMPREHENSION</p>		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
SPS1	Social & Professional Skills I	3 ECTS	2 SWS
Degree Programme	BBCi		
Semester	1st Semester		
Course Leader	Institut für persönliche Kompetenzentwicklung (Elfie Hofer)		
Level	Beginner		
Course prerequisites	None required		
Block course	Yes		
Participants	All BBCi		
Groups	Yes		
Contribution to subsequent modules	Module has an impact on all others that require group dynamic interactions in the form of collaborative team efforts as well as those that require students to argue their position(s) in form of informative and/or persuasive business presentations		
Bibliography	<p>Personal Skills Assessment: Harvard Business Review: HBR's 10 Must Reads on Teams, Harvard Business Review Press, 2013 Murphy, J.: Assertiveness: How to Stand Up for Yourself and Still Win the Respect of Others, Kindle eBook, 2011 Rosenberg, M.B.: Nonviolent Communication. A Language of Life. Puddle Dancer Publ., 2003</p> <p>Professional Presentations: Anderson-Williams, R.: Mastering Prezi for Business Presentations, Packt Publishing, 2012 Duarte, N.: HBR Guide to Persuasive Presentations, Harvard Business Review Press, 2012 Duarte, N.: Slide:ology: The Art and Science of Creating Great Presentations, O'Reilly & Associates, 2008 Reynolds, G.: PresentationZen. Simple Ideas on Presentation Design and Delivery, New Riders, 2008</p>		
Course objectives	<p>Personal Skills Assessment: It is the aim of the Professional and Social Skills modules to assist the students in making an assessment of their personal and social competencies together with a plan for developing requisite competencies for the chosen professional specialisation (i.e., accounting & finance, marketing & sales or HR-management) in general and for business consultancy in particular.</p> <p>The module at hand offers skills assessments and hands-on activities allowing students to experience and reflect their own as well as others' preferred personality styles so they are prepared to successfully interact with others in collaborative efforts.</p> <p>Equipped with the knowledge about group dynamic interaction, their personal preferences, their strengths and weaknesses in the skills areas, students acquire the tools to interact cooperatively in group</p>		

	contexts, and are skilled at giving and receiving constructive feedback for process improvement purposes.
	Professional Presentations: Equipped with the knowledge about the structure of professional presentations students can research topics based on audience needs analyses, prepare requisite documentation and deliver professional, persuasive presentations with subsequent Q&A sessions for specific target audiences. Furthermore, students are able to wield state of the art presentation equipment and other supportive visualization tools.
Format	Workshop
Evaluation	Continuous Evaluation and Final Exam
Course content	Personal Skills Assessment: <ul style="list-style-type: none"> • Formation of new intercultural work teams, demonstrating collaborative “hands-on” problem solving; reflection of team skills, group processes and process optimization strategies • Two-way feedback process • Personal assessment: self-evaluation including personal communication/conflict styles, motivations, values and needs • Personal resources and priority management assessment Professional Presentations: <ul style="list-style-type: none"> • Target group/needs analysis • Information structures: informative and persuasive presentations; argumentation structure • Various practice presentations, including self-presentation • Visualization of information: principles, practices, state-of-the- art tools • Q & A Sessions • Documentation files, audience handouts • Overcoming stage fright
Module version	V 2.0, 2015

Second Semester (SS)

Module:	Module title:	Credits:	Hours/Week:
POM	Principles of Management	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	2nd Semester		
Course Leader	Marion Mansberger		
Level	Intermediate		
Course prerequisites	Introduction to Business Administration		
Block course	No		
Participants	All BBCi		
Groups	Yes		
Contribution to subsequent modules	Corporate Governance & Business Ethics; Consultancy Models & Skills		
Bibliography	Books: Robbins, S.; Coulter, M.: "Management"; Pearson; current edition		
Course objectives	Students will develop a general understanding of management and its functions within an organization. Special focus is put on developing knowledge and skills in the planning and organizing functions, including the business environment, decision making, strategic planning, organizational structures and human resource management.		
Format	ILV		
Evaluation	Continuous Evaluation and Final Exam		
Course content	In this course students gain an in-depth understanding of key management and leadership principles. Emphasis is put on relevant concepts and theories related to managerial decision making, the planning, organizing and control process, change management, human resource management and corporate leadership. Additional theories covered relate to the development of leadership skills, motivation techniques, teamwork and effective communication.		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
FAC	Financial Accounting	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	2nd Semester		
Course Leader	Marie Nitzlader		
Level	Intermediate		
Course prerequisites	Fundamentals of Accounting		
Block course	No		
Participants	All BBCi		
Groups	Yes		
Contribution to subsequent modules	All modules of the specialisation in International Accounting and Finance		
Bibliography	Book: Horngren, C. T.; Sundem, G. L.; Elliott, J. A.; Philbrick, D. R.: "Introduction to Financial Accounting", Pearson Education Ltd., current edition		
Course objectives	<p>This course builds up on the course 'Fundamentals of Accounting' which acted as a thorough introduction and foundation in financial accounting.</p> <p>Upon completion of this course students should be able to:</p> <ul style="list-style-type: none"> a) understand and explain the objectives of financial reporting according to International Financial Reporting Standards (IFRS) b) understand and perform accounting for current and non-current assets, financial assets and liabilities, non-financial liabilities and provisions, equity, revenues and taxes c) prepare a cash flow statement d) perform simple analyses of financial statements. 		
Format	ILV		
Evaluation	Continuous Evaluation and Final Exam		
Course content	<p>The following concepts and tools will be introduced and applied in various exercises and/or case studies: Double-entry bookkeeping, Balance Sheet, Income Statement, Cash Flow Statement, Analysis of Financial Statements.</p> <p><u>Topics covered in this course:</u></p> <ul style="list-style-type: none"> Conceptual Framework of IFRS; Revenue recognition; Non-current and current asset; Financial assets and liabilities; Non-financial liabilities and provisions; Payroll accounting, accounting for employee benefits; Accounting for taxes. 		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/W week:
CF1	Corporate Finance I	4 ECTS	3 SWS
Degree Programme	BBCi		
Semester	2nd Semester		
Course Leader	Kinga Niemczak		
Level	Beginner		
Course prerequisites	IBA, MBE, BSS, FOA		
Block course	No		
Participants	All BBCi		
Groups	Yes		
Contribution to subsequent modules	Corporate Finance II, all modules of the Specialisation in International Finance		
Bibliography	<p>Berk, J.; DeMarzo, P.: Corporate Finance; Pearson Intl. Edition, Pearson/ Addison Wesley, current ed.</p> <p>Benninga, S.: Principles of Finance with Excel; New York, NY [u.a.], Oxford Univ. Press, current ed.</p> <p>Economist; McKinsey on Finance; Financial Times; Wall Street Journal</p>		
Course objectives	<p>The main purpose of the module is to provide students with a solid conceptual understanding of the main ideas in modern corporate finance theory and analytical skills necessary to make financial decisions in a corporation. Upon the completion of the module students will be able to:</p> <ul style="list-style-type: none"> - Understand the major decision areas in corporate finance - Understand the information presented by a company in their financial statements and use them to analyse the performance of a company - Understand the relevance of time value of money for corporate financial decisions - Explain how corporations issue securities and finance themselves - Apply discounted cash flow techniques to value stocks and bonds - Discuss various methods for analyzing investment projects, and apply the methods. - Use Excel to solve selected problems in corporate finance. 		
Format	ILV		
Evaluation	Continuous Evaluation and Final Exam		
Course content	<p>Main forms of business organisation; Role of financial manager and agency conflicts; Introduction to financial statements analysis; Time value of money and interest rates; Investment appraisal techniques; Instruments of debt and equity financing; Valuation of stocks and bonds</p>		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
LSP	Legal Systems and Principles	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	2nd Semester		
Course Leader	Kristina Riedl/Eleonore Juliane Treu		
Level	Beginners		
Course prerequisites	None		
Block course	No		
Participants	All BBCi		
Groups	No		
Contribution to subsequent modules	Law for International Business Transactions		
Bibliography	<p>Books:</p> <ul style="list-style-type: none"> • Hausmanninger, H.: "The Austrian Legal System"; 3rd edition, Manz 2003; • Glendon, M.A.;Carozza, P.G.; Picker, C.B.: "Comparative Legal Traditions in a Nutshell"; 3rd edition, West 2008; • Zweigert, K.; Kötz, H.: "An Introduction to Comparative Law"; 3rd edition, Oxford University Press 1998 • Keenan, D.: "Law for Business", 13th edition, Pearson Longman 2006; • McLeod I.: "Legal Theory", 6th edition, Palgrave 2012 • McLeod I.: "Legal Method", 9th edition, Palgrave 2013 • Glenn, H.P.: Legal Traditions of the World, 5th edition, Oxford 2014 		
Course objectives	<p>This course, which is roughly divided into three parts, seeks to create an even level playing field between those entirely new to the vast and complex field of law and those with some prior knowledge. It is tailor-made to the specific requirements of a programme that is attended by students from all over the world with different cultural backgrounds and therefore different perceptions of law</p> <p>To achieve that, it will start with a brief look at the interrelation of law and morals. It will discuss then, the methods of legal reasoning as well as basic legal concepts, (such as what law is, what the difference between criminal, public and civil law is or the different sources law stems off) including first steps towards understanding and using legal terminology.</p> <p>In the second part, the international focus continues by raising awareness of the challenge that each national territory enjoys a different domestic legal system and how lawyers deal with that. It covers the essential distinction between the Civil Law and Common Law approach. Additionally, closer attention will be paid to crucial concepts, amongst others the doctrine of binding precedent, ratio decidendi vs obiter dictum, res judicata, judicial findings vs statutory</p>		

	provisions, the difference between contracts, unjust enrichment and torts etc.
	The third and final part of this lecture deals with the basics of Comparative Law. This is achieved by a hands-on approach to how a contract is concluded under Austrian vs English law.
Format	ILV
Evaluation	Continuous Evaluation and Final Exam
Course content	<p>It is going to cover the following areas:</p> <p>PART I: Introduction and general definitions</p> <ul style="list-style-type: none"> • Law vs Morals • First Concepts, Definitions and Methods <p>PART II: Legal Traditions of the World</p> <ul style="list-style-type: none"> • Development and particularities of the Common Law • Development and particularities of the Civil Law <p>PART III: Introduction into Basic Principles of Comparative Law – A hands-on approach</p> <ul style="list-style-type: none"> • How is a contract concluded? <p>Austrian vs English Law</p> <ul style="list-style-type: none"> • The Austrian contract law - different types of obligation - formation of a contract - time of performance, place of performance - seller's obligation, - basic principles of acquisition of ownership in Austria in comparison to other legal systems - breach of contract, impossibility, delay, remedies for defective goods
Module version	V 2.0, 2015

Module:	Module title:	Credits:	Hours/Week:
MACRO	Macroeconomics	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	2nd Semester		
Course Leader	Nicole Lindner		
Level	Intermediate		
Course prerequisites	Microeconomics, Introduction to Business Administration		
Block course	partly		
Participants	All BBCi		
Groups	Yes		
Contribution to subsequent modules	Prerequisite for all Business and Law Modules		
Bibliography	<p>Books: Robert C. Allen: Global Economic History: A Very Short Introduction. Oxford University Press, Oxford 2011. Partha Dasgupta: Economics: A Very Short Introduction Oxford University Press, Oxford 2007. Roger E. A. Farmer: How the Economy Works: Confidence, Crashes and Self-fulfilling Prophecies. Oxford University Press 2010.</p> <p>Journals/Periodicals: Economist, Financial Times.</p>		
Course objectives	<p>Understanding global macroeconomic trends and developments, in particular the reasons for the current crises; understanding of core macroeconomic models, terms and concepts; capability to structure and understand key macroeconomic relations; competence to evaluate macroeconomic policies; possibilities and restrictions of national macroeconomic policies (fiscal and monetary policy); familiarity with scientific sources in economics; evaluating macroeconomic developments for managerial decision making and business consulting.</p>		
Format	ILV		
Evaluation	Continuous Evaluation and Final Exam		
Course content	<p>Main terms and concepts of macroeconomics; basics of national accounting; Keynesian, classical, and monetarist macroeconomic reasoning; the role of money in the economy: money and money markets; the role of the government in the economy: stabilisation policy: fiscal and monetary policy; exchange rate systems and their implications for national monetary and fiscal policy; actual topics such as financial and sovereign debt crises; deflation and inflation, budget policy, unemployment and the business cycle; implications of macroeconomic trends and changes on industries, businesses and the consultancy industry.</p>		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
MS2	Marketing & Sales II	4 ECTS	3 SWS
Degree Programme	BBCi		
Semester	2nd Semester		
Course Leader	Virginia Groegl		
Level	Intermediate		
Course prerequisites	Marketing & Sales I		
Block course	No		
Participants	All BBCi		
Groups	Yes		
Contribution to subsequent modules	All Modules of the Specialisation International Marketing & Sales		
Bibliography	<p>Tanner, Honeycutt, Erffmayer. Sales Management - Shaping Future Sales Leaders. New Jersey: Pearson Education (latest edition)</p> <p>Malhotra, Naresh. Basic Marketing Research. New Jersey: Pearson Education (latest version)</p> <p>Farris, Bendle, Pfeifer. Marketing Metrics – The definitive guide to measuring marketing performance. New York: upper Saddle River (latest version)</p> <p>Zelanzny. Say it with charts - the executive's guide to visual. New York: Mc Graw-Hill (latest version)</p>		
Course objectives	<ul style="list-style-type: none"> • Students are able to describe a forecasting process. • Students are able to calculate sales metrics. • Students are able to choose the right chart form in a presentation. • Students are able to describe a Marketing research process • Students are able to choose the right marketing research approach for various marketing problems. • Students are able to choose the right data collection methods for various marketing research problems • Students are able to describe different measurement, scaling and sampling methods. 		
Format	ILV		
Evaluation	Continuous Evaluation and Final Exam		
Course content	<p>Designing a process to solve marketing problems</p> <ul style="list-style-type: none"> • Defining a marketing and marketing research problem • Analyzing secondary data to make marketing/sales decisions • Design the right research design for various marketing problems • Use different qualitative and qualitative data collection methods (include different Measurement-, scaling and sampling methods) <p>Sales Management activities and analysis of sales/marketing data:</p> <ul style="list-style-type: none"> • Setting Goals for sales and marketing organizations • Forecasting of marketing and sales activities • Assessing the Performance of sales people 		

	<ul style="list-style-type: none"> • Analysis of Sales Data to make the right decisions and solve marketing problems • Presentation Skills (use the right chart form for a message)
Module version	V 2.0, 2015

Module:	Module title:	Credits:	Hours/Week:
EAP2	English for Academic Purposes II	3 ECTS	2 SWS
Degree Programme	BBCi		
Semester	2nd Semester		
Course Leader	Desiree Verdonk		
Level	C1/C2 CEFR		
Course prerequisites	English for Academic Purposes I		
Block course	No		
Participants	All BBCi		
Groups	Yes		
Contribution to subsequent modules	All modules since English is the Language of Instruction in BCI		
Bibliography	Emmerson, P.: "Business Grammar Builder"; Macmillan Publishers, current edition		
Course objectives	<p>The ability to</p> <ul style="list-style-type: none"> • construct papers and theses using the appropriate academic register (formality) and style; • comprehend and analyze university-level as well as professional texts; • compose professional and effective business reports; • communicate effectively in discussions and meetings; • illustrate a mature and fluent level of proficiency by applying correct grammatical principles. 		
Format	ILV		
Evaluation	Continuous Evaluation and Final Exam		
Course content	<p>ACADEMIC ENGLISH</p> <ul style="list-style-type: none"> - Reading comprehension - Freewriting - Formality & style - Writing your introduction - Linking & transition signals - Citing & summarizing - Hedging claims <p>WRITTEN & ORAL BUSINESS COMMUNICATION</p> <ul style="list-style-type: none"> - Business reports - Language of discussions & meetings <p>GRAMMAR</p> <ul style="list-style-type: none"> - Gerund & infinitive - Relative clauses - Adjectives & adverbs - Modal verbs - Prepositions - Word transformation 		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
SPS2	Social & Professional Skills II	3 ECTS	2 SWS
Degree Programme	BBCi		
Semester	2nd Semester		
Course Leader	Institut für persönliche Kompetenzentwicklung (Elfie Hofer)		
Level	Intermediate		
Course prerequisites	None required		
Block course	Partly		
Participants	All BBCi		
Groups	Yes		
Contribution to subsequent modules	All Modules that require teamwork		
Bibliography	<p>Books:</p> <p>Intercultural Skills: Hofstede, G., Hofstede G.J., Minkov, M.: Cultures and organizations - Software of the mind; intercultural cooperation and its importance for survival, McGraw-Hill, 2010 Lewis, R.D.: When Cultures Collide-Third Edition: Leading Across cultures: Leading, Teamworking and Managing Across the Globe, N. Brealey Publishing, 2005 Rosenberg, M.B.: Nonviolent Communication. A Language of Life. Puddle Dancer Publ., 2003 Trompenaars, F.; Hampden-Turner, Ch.: "Riding the waves of culture. Understanding cultural diversity in business", Irwin, 2012</p> <p>Team Organization: Bens, I.: Facilitating with Ease! Core Skills for Facilitators, Team Leaders and Members, Managers, Consultants, and Trainers, Jossey-Bass Business & Management Series, 2012 Harvard Business Review: HBR Guide to Project Management, Harvard Business Review Press, 2013 Harvard Business Review: HBR's 10 Must Reads on Collaboration, Harvard Business Review Press, 2013 Lewis, R.D.: When Teams Collide: Managing the International Team Successfully, N. Brealey Publishing, 2012 Thomsett, M.C.: The Little Black Book of Project Management, Amacom Books, 2009</p>		
Course objectives	<p>Intercultural Skills & Team Organization: Students acquire knowledge about the issues associated with culture in a globalised economy and their impact on international business in general and the consultancy field in particular. They learn to entertain different roles and perspectives to critically reflect the codes of conduct and practices in different global environments in which business professionals within different functions operate. The goal is to practice and apply personal, interpersonal, intercultural and civic competences, and engage in</p>		

	active and democratic participation in discussions, presentations and team assignments looking at real world scenarios.
	<p>Students are aware of different cultural dimensions and have developed cross-cultural sensitivity and intercultural communication skills; these will be crucial competencies during their voluntary (3rd) semester abroad and/or internship abroad (6th Semester). They understand the dynamics and functioning of cross-cultural teams in action.</p> <p>Working on an intercultural project team jointly carrying out a realistic business project, students learn the basic criteria of successful project work, including needs analysis, goal setting, structuring action items, resource management, and conflict resolution. Through process reflection, students learn to identify structural and personal-skills related process improvement opportunities for future projects.</p>
Format	WS
Evaluation	Continuous Evaluation and Final Exam
Course content	<p>Intercultural Business Dimensions</p> <ul style="list-style-type: none"> • Issues of globalization and their impact on international business consultancy • The human aspect of global business: Cross-cultural emotional intelligence • Dimensions of culture in organizations, diversity in different business functions and stake holders • Intercultural communication in practice and theory, incl. virtual/electronic channels • Applying intercultural knowledge and skills to class discussion, presentations and team assignments • Business ethics: corporate social responsibility • Project assignment <p>Team Organization</p> <ul style="list-style-type: none"> • Project know-how (goals/non-goals, key performance indicators, action items, responsibilities, deliverables) • Determinants of successful team performance, team dynamics, team code of conduct, ... <p>Relevance of team theories applied to real-world project team experiences</p> <ul style="list-style-type: none"> • Social-communicative skills practice (facilitation/interviewing/feedback/conflict skills; overview of mediation) • Project assignment (including presentation of solution proposals to customer, feedback and process improvement analysis)
Module version	V 2.0, 2015

Third Semester (WS)

Module:	Module title:	Credits:	Hours/Week:
LIB	Law for International Business	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	3rd Semester		
Course Leader	Kristina Riedl/Eleonore Juliane Treu		
Level	Intermediate		
Course prerequisites	Legal Systems & Principles		
Block course	No		
Participants	All BBCi		
Groups	No		
Contribution to subsequent modules	--		
Bibliography	<ul style="list-style-type: none"> • Huber, P.; Mullis, A.: "The CISG"; 1st edition, Sellier 2007; • Folsom, R.H.; Gordon, M.W.; Spanogle, J.A.: "International Business Transactions in a Nutshell"; 9th edition, West 2012; • Schlechtriem, P.; Butler, P.: "UN Law on International Sales: The UN Convention on the International Sale of Goods"; 1st edition, Springer 2008 • International Chamber of Commerce: "Incoterms® 2010 English Edition, 2010 edition; ICC Publication no 715 E • Dolan J. F., Baker W.; "Users' Handbook for Documentary Credit under UCP 600" 2008 Edition; ICC Publication no 694E • Rules: UCP 600; URDG; CISG; Convention on the Recognition and Enforcement of Foreign Arbitral Awards (New York, 1958) (the "New York Convention") 		
Course objectives	<p>This module examines the legal principal subjects involved in international commercial transaction. It includes chapters on the preliminary considerations of business transactions; performance description and liabilities in contract drafting, the international sale of goods; the role of Incoterms; the use of letters of credit; and general principles of dispute settlement (both through litigation in state courts and through arbitration).</p>		
Format	ILV		
Evaluation	Continuous Evaluation and Final Exam		
Course content	<p>This course will cover the following areas:</p> <ul style="list-style-type: none"> • Preliminary considerations <ul style="list-style-type: none"> ○ Such as: cultural differences, language, , Purpose of Contract; Model contracts • Applicable law 		

	<ul style="list-style-type: none"> ○ Choice of domestic law vs CISG • Performance description and Liabilities • Incoterms
	<ul style="list-style-type: none"> ○ Purpose and overview • Payment conditions <ul style="list-style-type: none"> ○ Documentary Credits • Dispute resolution • State court jurisdiction versus arbitration
Module version	V 2.0, 2015

Module:	Module title:	Credits:	Hours/Week:
MAC	Management Accounting	4 ECTS	3 SWS
Degree Programme	BBCi		
Semester	3rd Semester		
Course Leader	Marie Nitzlader		
Level	Intermediate		
Course prerequisites	Fundamentals of Accounting		
Block course	No		
Participants	All BBCi		
Groups	Yes		
Contribution to subsequent modules	All modules of the specialisation in International Accounting and Finance		
Bibliography	Book: Atrill, Peter; McLaney, Eddie "Management Accounting for Decision Makers", Pearson Education Ltd., current edition		
Course objectives	<p>The objective of the course is to introduce students to the basic techniques, language and principles of management accounting. Students should understand the role of management accounting as a provider of information supporting the financial decision making process, as well as the planning and controlling process of an organisation.</p> <p>Students should know how to classify, measure and compute costs, how to plan and control costs, as well as how the resulting information can be used for decision-making to increase the wealth of an organisation's owners in the long-term. Students should also be aware of the importance of non-financial measures in decision-making.</p>		
Format	ILV		
Evaluation	Continuous Evaluation and Final Exam		
Course content	<p>This introductory course will provide students with a basic understanding of cost and management accounting. They will be introduced to the basic techniques of management accounting, including break-even analysis, absorption and marginal costing including also more recent developments in cost accounting. In addition, students will learn to make financial plans for the future by preparing basic budgets as well as controlling performance by comparing actual with budgeted performance.</p> <p><u>Topics covered in this course:</u></p> <p>The role of the management accountant; Relevant costs; Variable and fixed costs; cost volume profit analysis; break-even analysis; Direct and indirect costs; absorption costing; Costing techniques in a modern business environment; Full costing compared to marginal costing; Budgeting & accounting for control</p>		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
CF2	Corporate Finance II	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	3rd Semester		
Course Leader	Kinga Niemczak		
Level	Intermediate		
Course prerequisites	CF1		
Block course	No		
Participants	All BBCi		
Groups	Yes		
Contribution to subsequent modules	CMI, DSSF, MFRM, BCM		
Bibliography	<p>Berk, J.; DeMarzo, P.: Corporate Finance; Pearson Intl. Edition, Pearson/ Addison Wesley, current ed.</p> <p>Benninga, S.: Principles of Finance with Excel; New York, NY [u.a.], Oxford Univ. Press, current ed.</p> <p>Economist; McKinsey on Finance; Financial Times; Wall Street Journal</p>		
Course objectives	<p>The module builds on CF1 module. Students will gain a deeper understanding of corporate decisions regarding financing, dividend policy and investments. In particular students should be able to:</p> <ul style="list-style-type: none"> - Understand the risk –return relation and the CAPM model - Contrast debt and equity instruments of financing and explain the costs and benefits related to debt financing - Understand and calculate the cost of equity and weighted average cost of capital for a firm and use it for valuation - Discuss key issues related to corporate dividend policy - Define derivative securities, understand what options are and how their value depends on the changes in price of the underlying. - Describe the major steps in an acquisition, understand various motives behind M&As and possible anti-takeover techniques. 		
Format	ILV		
Evaluation	Continuous Evaluation and Final Exam		
Course content	<p>Introduction to portfolio theory and the CAPM; Corporate capital structure decisions; Calculating cost of capital and valuation; Dividend policy; Introduction to derivative securities and risk management; Mergers and acquisitions.</p>		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
SMCP	Strategic Management & Corporate Planning	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	3rd Semester		
Course Leader	Marion Mansberger		
Level	Intermediate		
Course prerequisites	Introduction to Business Administration		
Block course	No		
Participants	All BBCi		
Groups	No		
Contribution to subsequent modules	Consultancy Models & Skills		
Bibliography	Johnson, Scholes, et al (2013) Exploring Strategy, 10 th edition, Pearson, ISBN-10: 1292002557		
Course objectives	<ol style="list-style-type: none"> 1. Analyze the main structural features of an industry and develop strategies that position the firm most favorably in relation to competition and influence industry structure to enhance industry attractiveness. 2. Recognize the different stages of industry evolution and recommend strategies appropriate to each stage. 3. Appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage and formulate strategies that leverage a firm's core competencies. 4. Demonstrate understanding of the concept of competitive advantage and its sources and the ability to recognize it in real-world scenarios. 5. Distinguish the two primary types of competitive advantage: cost and differentiation and formulate strategies to create a cost and/or a differentiation advantage. 6. Make recommendations for vertical changes in the boundary of the firm based on an understanding of the advantages of vertical integration and outsourcing and the factors that determine the relative efficiency of each. 7. Make recommendations for horizontal changes in the boundary of the firm based on an understanding of the conditions under which diversification creates value. 8. Demonstrate the ability to think critically in relation to a particular problem, situation or strategic decision through real-world scenarios. 		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	Introduction and strategic purpose, The external environment, Strategic capabilities, Business level strategy, Corporate level strategy and diversification, Methods of developing strategy: Mergers, acquisitions and alliances, Evaluating strategies		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
STAT	Statistics for Business and Economics	4 ECTS	3 SWS
Degree Programme	BBCi		
Semester	3rd Semester		
Course Leader	Christian Anzur		
Level	Beginner		
Course prerequisites	None required		
Block course	No		
Participants	All BBCi		
Groups	Yes		
Contribution to subsequent modules	Corporate Finance, Derivative Securities and Risk Management		
Bibliography	Barrow, M.: "Statistics for Economics, Accounting and Business Studies"; Financial Times/Prentice Hall, 4th Ed.		
Course objectives	The module will provide students with the understanding of the statistical techniques which are used in the fields of business and finance, and the ability to use them for problem-solving in a variety of economic, business and finance contexts.		
Format	ILV		
Evaluation	Continuous Evaluation and Final Exam		
Course content	Descriptive statistics; Summarising data based on tabulation and graphical presentation; Frequency distribution and central tendency; Index numbers: what are they and how can they be applied; Probability and probability distribution; Hypothesis testing and confidence intervals; Data collection and sampling methods; Analysis of variance		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
CGBE	Corporate Governance & Business Ethics	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	3rd Semester		
Course Leader	Marion Mansberger		
Level	Intermediate		
Course prerequisites	Introduction to Business Administration, Principles of Management, Legal Systems & Principles		
Block course	No		
Participants	All BBCi		
Groups	No		
Contribution to subsequent modules	International HR Law, Law for International Business		
Bibliography	<ul style="list-style-type: none"> • Andrew Crane and Dirk Matten (2010): Business Ethics: Managing corporate citizenship and sustainability in the age of globalization, (3rd ed.), Oxford University Press • Global Reporting Initiative (2013): G4 Guidelines, Reporting Principles and Standard Disclosures and Implementation Manual, available at https://www.globalreporting.org/reporting/g4/Pages/default.aspx • Austrian Working Group for Corporate Governance (2009): Austrian Code of Corporate Governance, available at http://www.ecgi.org/codes/documents/austrian_code_2009_en.pdf • Institute of Directors in Southern Africa (2009): King Report of Corporate Governance in South Africa, available at http://african.ipapercms.dk/IOD/KINGIII/kingiiireport/ <p>Supplementary literature: Milton Friedman (1970), The Social Responsibility of Business is to Increase its Profits, The New York Times Magazine, September 13. Various Case Studies, Economist Newspaper (selected articles)</p>		
Course objectives	<p>This course is designed as an introductory course on business ethics and corporate governance.</p> <p>Students will be able to describe business ethics and its relevance for corporate governance. Moreover, they will be able to explain core aspects of business ethics, such as sustainability, corporate social responsibility and corporate citizenship. Students will also know basic ethical theories and will be able to evaluate ethical decision-making in business. Students will learn important tools and techniques of business ethics management and corporate governance and how companies disclose these aspects.</p>		

	Furthermore, students will be able to identify relevant stakeholders as well as ethical issues from a stakeholder perspective. Finally, students will be able to apply the learned content in case studies.
Format	ILV
Evaluation	Continuous Evaluation and Final Exam
Course content	<p>Introducing and Framing Business Ethics</p> <p>Evaluating Business Ethics/Making Decisions in Business Ethics</p> <p>Managing Business Ethics</p> <p>Shareholders and Business Ethics</p> <p>Employees and Business Ethics</p> <p>Consumers, Suppliers, Competitors and Business Ethics</p> <p>Government, Civil Society and Business Ethics</p>
Module version	V 2.0 2015

Module:	Module title:	Credits:	Hours/Week:
AS1	Academic Skills I	3 ECTS	2 SWS
Degree Programme	BBCi		
Semester	3rd Semester		
Course Leader	Karin Dobernig		
Level	Intermediate		
Course prerequisites	None		
Block course	No		
Participants	All BBCi		
Groups	Yes		
Contribution to subsequent modules	Academic Skills II; Bachelor Paper Seminar; Bachelor Paper		
Bibliography	Saunders, Mark, Philip Lewis, and Adrian Thornhill. <i>Research methods for Business Students</i> . Pearson (latest edition)		
Course objectives	Ability to learn to search, evaluate and competently review relevant literature sources; Critically read and evaluate academic literature; Compile a comprehensive literature review that adheres to academic writing standards; Ability to provide and receive constructive feedback to/from peers		
Format	ILV		
Evaluation	Continuous Evaluation and Final Exam		
Course content	Definitions and characteristics of research; The research process; Research philosophies and approaches; Planning and conducting literature research; Critically evaluating the literature; Reference Management and Document Handling; Critically reviewing the literature; Reference and citation rules; English language writing styles; Plagiarism; Formulating a research topic; Defining a research question; Writing a research proposal		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
SPS3	Social & Professional Skills III	3 ECTS	2 SWS
Degree Programme	BBCi		
Semester	3rd Semester		
Course Leader	Institut für persönliche Kompetenzentwicklung (Elfie Hofer)		
Level	Intermediate		
Course prerequisites	None required		
Block course	Partly		
Participants	All BBCi		
Groups	Yes		
Contribution to subsequent modules	--		
Bibliography	<p>Job Application & Assessment: Innes, J.: The CV Book: Your Definitive Guide to Writing the Perfect CV, Financial Times Prent., 2012 Innes, J.: Cover Letter Book, Pearson Financial Times, 2012 Innes, J.: The Interview Question & Answer Book, Pearson Financial Times, 2012</p> <p>Negotiation Skills: Fisher, R., Ury W.: <i>Getting to yes: Negotiating an agreement without giving in</i>, Random House Business, 2012 Gesteland, R.R.: <i>Cross-Cultural Business Behavior: Negotiating, Selling, Sourcing and Managing Across Cultures</i>, Copenhagen Business School Press, 2005 Siedel, G.: <i>Negotiating for Success: Essential Strategies and Skills</i>, Van Rye Publishing, LLC, 2014 Talab, S. A.: <i>The Master Negotiator</i>, comeon publishing house, 2013</p>		
Course objectives	<p>Job Application & Assessment: Students know the requirements of a professional application and know relevant job profiles in the chosen business field. They are able to gather information to prepare for and successfully handle professional applications, interviews and assessment center situations for internships and/or regular job openings.</p> <p>Negotiation Skills: Participants understand the contributions of the human side of negotiation, including personal strengths, styles and interests. Students learn to prepare theory-based negotiations, are knowledgeable about different negotiation methods and capable to select strategies appropriate for the dynamics of a given negotiation session. Students are capable to apply selected strategy options and tactics in negotiations with low conflict potential.</p>		

Format	WS
Evaluation	Continuous Evaluation and Final Exam
Course content	<p>Job Application & Assessment:</p> <ul style="list-style-type: none"> • Market research on professional fields of interest for potential job/internship positions • Identifying transferable skills set and desired working conditions • Different types of job interviews and their purpose; • Information gathering and employment interviews practice • Prepare appropriate questions/anticipating questions • Preparing a personal application portfolio including an effective resume • Personal vision/career development plan <p>Negotiation Skills</p> <ul style="list-style-type: none"> • Negotiation situations (e.g., contracts, price, salary etc.), issues and dynamics • Negotiators' roles and ethics • Personality aspects (strengths, styles, interests) • Selected negotiation strategies and tactics • Conflict levels and intervention options
Module version	V 2.0, 2015

Fourth Semester (SS)

Module:	Module title:	Credits:	Hours/Week:
CMS1	Consultancy Models & Skills I	6 ECTS	4 SWS
Degree Programme	BBCi		
Semester	4th Semester		
Course Leader	Robert Pichler		
Level	Intermediate		
Course prerequisites	Introduction to Business Administration, Principles of Management		
Block course	No		
Participants	All BBCi		
Groups	Yes		
Contribution to subsequent modules	Consultancy Models & Skills II		
Bibliography	<p>Books: Rasiel, E.: "The McKinsey Way"; McGraw Hill 1999; Maister, D.H.: "Managing the Professional Service firm"; Free Press 1997; Friga, P.: "The McKinsey Engagement: A Powerful Toolkit For More Efficient and Effective Team Problem"; McGraw-Hill 2008; Long, L.: "The Power of Logic: In Problem Solving and Communication"; SCC publishing 2004; Van Aken, J.; Berends, H.; Van der Bij, H.: "Problem Solving in Organizations: A Methodological Handbook for Business Students"; Cambridge University Press 2007</p> <p>Journals/Periodicals: The McKinsey Quarterly, Harvard Business Review, Business Week International, MIT Sloan Management Review</p>		
Course objectives	<p>In this module students will get an overview of the domain of business consultancy and its principles. They will learn to apply key consultancy concepts and analytical frameworks to solve complex business problems. Focus is also put on the understanding of critical thinking models and structured approaches used by leading global consultancy companies.</p>		
Format	ILV		
Evaluation	Continuous Evaluation and Final Exam		
Course content	<p>Definition of consultancy; different kinds of consultancy How a consultancy works; a consultant's different roles & responsibilities, Structured approaches for solving business problems; Selling the solution, Rules of conduct, attitudes, values and ethical standards; Client acquisition, contracting; surviving in a consultancy</p> <p>Key models and frameworks applied by leading global consultancy companies; the product-lifecycle-analysis, Porter's five forces, experience curves and the BCG-growth/share-matrix, the PEST-analysis as well as the McKinsey-market attractiveness/competitive strength-matrix.</p>		

	Focus is also put on understanding portfolio strategies, cost-analysis, competitor-analysis-tools and basic problem solving methods and approaches.
Module version	V 2.0, 2015

Module:	Module title:	Credits:	Hours/Week:
FPBC	Financial Planning, Budgeting & Controlling	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	4th Semester		
Course Leader	Marie Nitzlader		
Level	Intermediate		
Course prerequisites	Fundamentals of Accounting, Financial Accounting, Cost Accounting		
Block course	No		
Participants	All BBCi		
Groups	Yes		
Contribution to subsequent modules	All modules of the specialisation in International Accounting and Finance		
Bibliography	<p>Books:</p> <p>Penning, Aubrey: "Preparing and Using Budgets: Tutorial", Osborne Books, current edition</p> <p>Hornigren, Charles T. et.al.: "Management and Cost Accounting", Pearson Education Ltd., current edition</p>		
Course objectives	<p>Students should understand the role of strategic and operational financial planning and know the role of Controlling and the controller in a company. They should be able to draw up, interpret and analyse various budgets and forecasts. In addition, students should be able to analyse differences between actual and budgeted performance and explain causes of these deviations by applying variance analysis. In the end they should understand the comprehensive and continuous planning and controlling process of a company.</p>		
Format	ILV		
Evaluation	Continuous Evaluation and Final Exam		
Course content	<p>Students will be provided with basic forecasting techniques. They will learn how to plan for the future in terms of sales-, manufacturing-, labour- and cash-management, amongst others. They have to learn how to set up operating budgets and cash budgets and how the budgeted balance sheet and the budgeted Income Statement are produced. Additionally, students will be taught how to analyse deviations of actual from budgeted performance by applying variance analysis.</p> <p><u>Topics covered in this course:</u></p> <p>Financial planning, forecasting and budget creation; Budgeting: master budget, operating budgets and cash budget; Controlling, performance management and reporting</p>		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
BIS	Business Information Systems	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	4th Semester		
Course Leader	Jonathan Gibbs		
Level	Intermediate		
Course prerequisites	Intermediate (Prerequisite is successful completion of Business Software Systems in first semester).		
Block course	Yes		
Participants	All BBCi		
Groups	Yes		
Contribution to subsequent modules			
Bibliography	Access 2013 Bible (Michael Alexander) ISBN-10: 1118490355; Compiled exercises, hand-outs and worksheets produced by course tutors		
Course objectives	<p>This course explores the concepts of designing, developing and using large scale business databases effectively. The Microsoft Access framework is used as the implementation tool. Students will learn the fundamental principles of creating database tables, views, business data queries, business report writing and how data can be stored efficiently and effectively to avoid unnecessary duplication and repetition. This is coupled with an introduction to the basic principles of data mining and predictive analysis - exploring large amounts of business or market related data to search for consistent patterns and/or systematic relationships between variables in order to facilitate business decision making at operational, tactical and strategic levels.</p> <p>Each student will be able to create a relational database for various sized business scenarios, using effective design principles and specific techniques to improve usability and streamline management decision making. Students will also develop the necessary skills to suitably select specific data in order to formulate summarised management information from data, using complex query criteria through business related functions tailored towards typical business scenarios e.g. large order processing systems containing, large amounts of financial data and/or marketing data sets.</p>		
Format	ILV		
Evaluation	Continuous Evaluation and Final Exam		
Course content	Introduction to Business Database Concepts and Related Terminology (Data Mining/Predictive Analysis etc.), Database Principles: Table, Record, Field, Key Field/Primary Key, Data Types / Lookup Wizard, Validation Rules & Validation Text, Default Values/Input Masks/Captions/Formatting Options, Data		

	Views, Relationships & Referential Integrity in Business Data, Querying Business Data, Select Queries , Action Queries: Make Table / Delete / Update / Append,
	Calculated fields: creating new values from other table values, Parameter Queries, Extended/Function Queries for Business, Joining Data, Data Reporting, Creating and Modifying Business Forms, Creating User Interfaces, Data Connectivity & Interchange
Modulversion	V 2.0, 2015

Module:	Module title:	Credits:	Hours/Week:
AS2	Academic Skills II	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	4th Semester		
Course Leader	Karin Dobernig		
Level	Intermediate		
Course prerequisites	Academic Skills I		
Block course	No		
Participants	All BBCi		
Groups	Yes		
Contribution to subsequent modules	Bachelor Paper Seminar; Bachelor Paper		
Bibliography	Saunders, Mark, Philip Lewis, and Adrian Thornhill. Research methods for Business Students. Pearson (latest edition)		
Course objectives	Ability to learn to search, evaluate and competently review relevant literature sources; Critically read and evaluate academic literature; Compile a comprehensive literature review that adheres to academic writing standards; Ability to provide and receive constructive feedback to/from peers		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	Definitions and characteristics of research; The research process; Research philosophies and approaches; Planning and conducting literature research; Critically evaluating the literature; Reference Management and Document Handling; Critically reviewing the literature; Reference and citation rules; English language writing styles; Plagiarism; Formulating a research topic; Defining a research question; Writing a research proposal		
Module version	V 2.0, 2015		

SPECIALISATION: INTERNATIONAL ACCOUNTING AND FINANCE

Module:	Module title:	Credits:	Hours/Week:
FSR	Analysis of Financial Statements and Financial Reporting	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	4th Semester		
Course Leader	Marie Nitzlader		
Level	Intermediate		
Course prerequisites	Fundamentals of Accounting, Financial Accounting, Cost Accounting		
Block course	No		
Participants	All BBCi		
Groups	No		
Contribution to subsequent modules	All modules of the specialisation in International Accounting and Finance		
Bibliography	<p>Books:</p> <p>Palepu Krishna G.; Healy Paul M.; Peek Erik; Duff and Phelps: "Business Analysis and Valuation, IFRS edition", Cengage Learning, current edition</p> <p>Fridson, Martin; Alvarez, Fernando: "Financial Statement Analysis", Wiley Finance, current edition</p>		
Course objectives	<p>The students should know how to use financial statements (balance sheet, income statement, cash flow statement) as a source of information for judging the financial situation of a company in terms of profitability, liquidity, debt ratios and risk. Furthermore, the students should be able to calculate and interpret common financial ratios and to use them as a basic instrument for making decisions.</p>		
Format	ILV		
Evaluation	Continuous evaluation and final exam		
Course content	<p>Students will get to know the comprehensive framework for financial statement analysis.</p> <p>Starting with strategy analysis the students will then learn to apply accounting analysis and how to detect the most common types of accounting distortions that can arise, at the same time showing them how to make adjustments to undo these distortions.</p> <p>Additionally, students will learn to assess the performance of a company in the context of its stated goals and strategy by applying financial analysis. Two principal tools of financial analysis will be taught: ratio analysis and cash flow analysis.</p>		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
BCM	Banking, Credit and Money Market	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	4th Semester		
Course Leader	Kinga Niemczak		
Level	Intermediate		
Course prerequisites	CF1, CF2		
Block course	no		
Participants	IAF		
Groups	NO		
Contribution to subsequent modules	DSSF, MFRM		
Bibliography	Mishkin, F.S.: The Economics Of Money, Banking, and Financial Markets. Pearson International Edition. Mishkin, F.S., Eakins, S.G.: Financial Markets and Institutions. Pearson, current ed. Scott-Quinn, B.: Commercial and Investment Banking & the International Credit and Capital Markets. Palgrave Macmillan, current ed.		
Course objectives	<ul style="list-style-type: none"> - Understand the main elements of the financial system and the interactions of market participants - Explain the functions of money and interest rates - Discuss theories of term structure of interest rates - Understand the tasks and challenges of central banks and the current environment of and trends in commercial and investment banking - Discuss the main goals and tools of monetary policy 		
Format	ILV		
Evaluation	Continuous Evaluation and Final Exam		
Course content	Money and the financial system; Interest rates, term and risk structure of interest rates; Markets for money, instruments and participants; Central banking and monetary policy (USA vs EU), money supply; Financial intermediaries, bank business models, regulation; Asymmetric information		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
CMI	Capital Markets and Investment	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	4th Semester		
Course Leader	Kinga Niemczak		
Level	Intermediate		
Course prerequisites	CF1, CF2		
Block course	No		
Participants	IAF		
Groups	No		
Contribution to subsequent modules	MFRM, DSSF		
Bibliography	<p>Bodie, Z.; Kane, A.: Investments, Mc Graw-Hill Publishing Company, current ed.</p> <p>Fabozzi, F. J.: Capital Markets: Institutions and Instruments, Prentice Hall, current ed.</p> <p>FT, Economist (selected articles on current topics related to course)</p>		
Course objectives	<ul style="list-style-type: none"> - Understand the mechanics of capital markets and characteristics of various investment instruments - Understand and be able to apply portfolio theory to construct investment portfolios - Analyse an investment using the basic principles of fundamental and technical analysis. - Compare various alternative investment opportunities - Track investments using publications and the media (i.e. newspapers, magazines, TV, internet) 		
Format	ILV		
Evaluation	Continuous Evaluation and Final Exam		
Course content	<p>Fundamentals of capital markets and investing; Risk and return, portfolio theory, CAPM; The equity market, stock valuation, efficient market hypothesis; Fundamental vs technical analysis; Debt markets, risks, valuation of bonds, management of a bond portfolio; Alternative investments.</p>		
Module version	V 2.0 2015		

SPECIALISATION: INTERNATIONAL MANAGEMENT AND LEADERSHIP

Module:	Module title:	Credits:	Hours/Week:
HSB	Human and Social Behaviour	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	4th Semester		
Course Leader	Marion Mansberger		
Level	Intermediate		
Course prerequisites	No		
Block course	Yes		
Participants	All BBCi IML		
Groups	No		
Contribution to subsequent modules	Organizational Behavior, Leadership and IHR Development, International Consultancy		
Bibliography	<ul style="list-style-type: none"> Aronson, E., Wilson, T., & Akert, R. (2014). <i>Social Psychology, Pearson New International Edition</i> (Vol. 8). Essex: Pearson Education Limited. Gerrig, R.J.(2014). <i>Psychology and Life. Pearson New International Edition</i>. Pearson 		
Course objectives	This introductory course of social psychology provides basic knowledge of human behavior in the social world. Students will gain an understanding of how thoughts, feelings and behavior can be explained and influenced by the (imagined) presence of others and the importance to take different cultural backgrounds into consideration.		
Format	ILV		
Evaluation	Continuous evaluation and Final Exam		
Course content	Introduction to Psychology, Introduction to Social Psychology, Social Cognition, Social Perception, Judgements and Decisions, The Self, Justifying actions – Cognitive Dissonance Theory, Attitudes and Attitude Change, Conformity, Aggression, Social Psychology and Health – Stress		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
OB	Organizational Behaviour	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	4th Semester		
Course Leader	Marion Mansberger		
Level	Intermediate		
Course prerequisites	Principles of Management, Human and Social Behavior		
Block course	No		
Participants	All BBCi IML		
Groups	No		
Contribution to subsequent modules	Leadership and International HR Development, International HR Consultancy		
Bibliography	Robbins, Stephan P./Judge, Timothy A. (2014): Essentials of Organizational Behavior. 12th edition, Pearson.		
Course objectives	Students will be acquainted with basic theories and concepts in the field of organizational behavior and their application in contemporary organizations. Furthermore, students will learn and develop practical skills for managing this behavior. In organizational life individuals, teams, and organizations cannot be separated, but are interrelated and intertwined and strongly effected by environmental issues. Students will develop an understanding of how those factors influence each other and how important organizational behavior issues are for organizational effectiveness and goal achievement		
Format	ILV		
Evaluation	Continuous evaluation and final exam		
Course content	Definition of and Introduction to Organizational Behavior, attitudes and group motivation, diversity, organizational decision making, groups and teams, communication process, conflict and negotiation, organizational structure and design, power and politics, organizational culture, organizational development and change, future challenges		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
HRM	Human Resource Management	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	4th Semester		
Course Leader	Marion Mansberger		
Level	Intermediate		
Course prerequisites	Principles of Management		
Block course	No		
Participants	All BBCi IML		
Groups	No		
Contribution to subsequent modules	All IML course work		
Bibliography	Human Resource Management, Global Edition, 13/E, R. Wayne Mondy, ISBN-10: 0273787004 • ISBN-13: 9780273787006, ©2014 • Pearson • Paper, 432 pp, Published 27 Feb 2013 • Instock		
Course objectives	<ul style="list-style-type: none"> - Be able to name and describe the most important fields and functions of HRM - Be able to identify state-of-the-art methods used in each field of HRM - Understand and derive the strategic importance of HRM in today's global environment - Put the theoretical knowledge gained into practice by working on different case studies and practical examples - Establish a relationship with the realities of the business world through own research by means of an empirical project work 		
Format	ILV		
Evaluation	Continuous evaluation and Final Exam		
Course content	Overview of Strategic Human Resource Management – Staffing (Job Analysis, Strategic Planning, HR Planning, Recruitment, Selection) – HR Development (Training and Development, Performance Management and Appraisal) – Compensation (Direct and Indirect and Nonfinancial) – Safety and Health – Employee and Labor Relations – Business Ethics and Corporate Social Responsibility – Workforce Diversity and Equal Employment Opportunity – Global Human Resource Management		
Module version	V 2.0, 2015		

SPECIALISATION: INTERNATIONAL MARKETING AND SALES

Module:	Module title:	Credits:	Hours/Week:
AS	Applied Selling	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	4th Semester		
Course Leader	Virginia Groegl		
Level	Intermediate		
Course prerequisites	Marketing and Sales I and II		
Block course	No		
Participants	IMS specialisation students		
Groups	No		
Contribution to subsequent modules	All subsequent modules of the IMS specialisation		
Bibliography	<p>Jobber, Lancaster, <i>Selling and Sales Management</i>, Pearson. Fisher, Ury, Patton, (latest edition), <i>GETTING TO YES Negotiating Agreement Without Giving In</i>, Penguin Books. Futrell, Charles M. <i>Fundamentals of Selling</i>, (latest edition), McGraw-Hill International Edition.</p> <p>Journals/Periodicals: Harvard Business Review, Business Week International, International Journal of Sales Transformation</p>		
Course objectives	<p>Understand the role that personal selling plays in the selling process, and the impact the sales function has on the bottom line from a profitability perspective – key sales metrics (market share, relative market share, market penetration, margin, channel margins). Be able to apply key personal selling techniques, including negotiation skills, objection handling, closing, etc., recognizing the key aspects of negotiations, and how different influencing and negotiating styles impact the sales function. Be competent at conducting a sales call. Understand relationship and consultative selling and how buyer behavior can be influenced to achieve desired results.</p>		
Format	ILV		
Evaluation	Continuous evaluation and final exam		
Course content	<p>The module will examine a variety of selling strategies and the formulation of different strategies for approaching consumer and organisational buyers. It will outline the key aspects of relationship selling as well as give students the chance to practice applying core selling skills in a sales presentation setting. Some basic core sales metrics will be examined, as well as stages of the buying process, and DMU. Explanation of the sales planning process, multi-channel selling, and how selling interacts with the supply chain (SCI), will also be examined. Students will also learn The Harvard Principle in Negotiations, and have a chance to apply this in experiential learning.</p>		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
CB	Consumer Behaviour	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	4th Semester		
Course Leader	Virginia Groegl		
Level	Intermediate		
Course prerequisites	International Marketing & Sales I; International Marketing & Sales II		
Block course	No		
Participants	BBCi_IMS		
Groups	No		
Contribution to subsequent modules	None		
Bibliography	<p>Michael R. Solomon. Consumer Behavior. Buying, Having, and Being. Pearson (latest edition); Academic Journals in the Field (Journal of Consumer Research, Journal of Consumer Behavior, International Journal of Consumer Studies)</p> <p>Supplementary Literature (optional): Ariely, Dan Predictably Irrational: The Hidden Forces That Shape Our Decisions. HarperPerennial; Cialdini, Robert. Influence. The Psychology of Persuasion. HarperBusiness</p>		
Course objectives	<p>Identify and explain the steps of the consumer decision-making process; Identify and explain individual and contextual factors of consumer behavior, including variations in consumer behavior within and across (sub-)cultures; Articulate the various implications consumer behavior holds for business practice; Independently apply theoretical concepts to real-world consumer behavior scenarios; Critically reflect on the role of marketing in influencing and shaping consumer behavior</p>		
Format	ILV		
Evaluation	Continuous evaluation and final exam		
Course content	<p>Decision Making and Consumer Behavior; Consumer and Social Well-Being; Internal Influences on Consumer Behavior (Perception, Learning and Memory, Attitudes and Persuasion); External Influences on Consumer Behavior (Situational Effects on Consumer Behavior; Consumer Identity: Sex Roles and Subcultures; Consumer Identity: Social Class and Lifestyles; Networked Consumer Behavior)</p>		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
MSP	Marketing Strategy and Planning	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	4th Semester		
Course Leader	Virginia Groegl		
Level	Intermediate		
Course prerequisites	Marketing and Sales I and II, Mathematics for Business and Economics , Business information systems		
Block course			
Participants	All BBCi		
Groups	No		
Contribution to subsequent modules	Marketing and Sales Controlling, Strategic Brand Management		
Bibliography	Svend Hollensen. <i>Global Marketing</i> (latest edition), Prentice Hall, <i>Global Marketing Management</i> , Kotabe, Helsen, (latest edition), Wiley & Sons Inc., <i>Marketing Metrics</i> , Farris, Bendle, Pfeifer, Reibstein, (latest edition), Pearson, <i>Breakthrough Marketing Plans</i> , Calkins (latest edition), Palgrave Macmillan, <i>Marketing Strategy: A Decision-Focused Approach</i> (latest edition), McGraw-Hill Australia, <i>Strategic Marketing Management</i> (latest edition), Wiley		
Course objectives	The ability to think strategically about global marketing using key frameworks to analyze situations and make business decisions. Be able to develop, write, and present a formal strategic marketing plan including financial implications. Understand the process involved in identifying, evaluating, and implementing multi-national marketing strategies, with an appreciation of analytical marketing tools, and decision making skills. Develop critical thinking ability and problem-solving skills through experiential learning.		
Format	ILV		
Evaluation	Continuous evaluation and final exam		
Course content	Core elements of strategic marketing plan with emphasis on marketing metrics that influence core marketing decisions. ROMI calculations. Use of marketing research to develop strategic plans and make decisions. Global market entry strategies and foreign entry modes. Pricing and cost-volume-profit analysis. New market assessment and competitive strategies such as business growth, new product strategies and margin enhancement strategies. Formal writing and presentation of Marketing plan for actual company.		
Module version	V 2.0, 2015		

Fifth Semester (WS)

Module:	Module title:	Credits:	Hours/Week:
CMS2	Consultancy Models & Skills II	6 ECTS	4 SWS
Degree Programme	BBCi		
Semester	5th Semester		
Course Leader	Elfie Hofer		
Level	Intermediate		
Course prerequisites	Cosultancy Models I		
Block course	No		
Participants	All BBCi		
Groups	Yes		
Contribution to subsequent modules	None		
Bibliography	<p>Books:</p> <ul style="list-style-type: none"> -Wysocki, R.K.: "Effective Project Management: Traditional, Adaptive, Extreme", current edition -Parmenter D.: "Key Performance Indicators: Developing, Implementing, and Using Winning KPIs", Wiley, current edition -Dowling, P.J.; Welch, D.E.; Engle, A.D.: "International Human Resource Management"; Cengage Learning Services 2007; -Lairson, T.D.; Skidmore D.: "International Political Economy: The Struggle for Power and Wealth"; Wadsworth 2003, Third Edition; -Stiglitz, J.: "Globalization and Its Discontents"; Norton 2003; -Rappaport, A.: "Creating Shareholder Value. A Guide for Managers and Investors"; Simon & Schuster 1998; Harvard Business School Case Studies 		
Course objectives	<p>Project Management: Students should be familiar with the theoretical principles and practical applications of project management. They should also be able to consider contemporary new approaches in project management.</p> <p>Case Study: Students will participate in a case study project. First, the student will be introduced to the process and methodology of case study projects. The case study project will be selected from some area of business administration, and the focus will be on training students to solve problems in teams and to report group findings to clients. It will also focus on helping students to evaluate information in terms of its importance and to begin to apply the content of their lectures to date.</p>		
Format	ILV		
Evaluation	Continuous evaluation		

Course content	<p>Project Management: Scoping the project; developing the project plan and launching the project; monitoring and controlling project progress; closing the project; critical-chain project management.</p> <p>Case Study This case/project will be selected from one of the leading libraries of case studies in the world/or a real-life project and will deal with an area of business administration which will enable students to apply some of the classroom knowledge they have acquired to date. A secondary focus for this exercise is to provide students with an opportunity to become familiar with this special type of learning experience.</p>
Module version	V 2.0, 2015

Module:	Module title:	Credits:	Hours/Week:
BP1	Bachelor Paper Seminar	6 ECTS	1 SWS
Degree Programme	BBCi		
Semester	5th Semester		
Course Leader	Karin Dobernig		
Level	Intermediate		
Course prerequisites	Academic Skills I; Academic Skills II		
Block course	Partly		
Participants	All BBCi		
Groups	Yes		
Contribution to subsequent modules	Bachelor Paper		
Bibliography	Saunders, Mark, Philip Lewis, and Adrian Thornhill: <i>Research methods for Business Students</i> . Pearson.		
Course objectives	Ability to work independently on a study-relevant topic within a given time frame; Compile a bachelor paper that adheres to scientific standards with regards to form and content; Communicate and disseminate research findings in written and oral form		
Format	SE		
Evaluation	Continuous evaluation		
Course content	Finding a topic; Conceptualization of the Bachelor Paper, Identifying a research gap, Compilation of Research Proposal; Presentation of Research Proposal		
Module version	V 2.2, 2018		

Module:	Module title:	Credits:	Hours/Week:
CS	Company Analysis	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	5th Semester		
Course Leader	Marie Nitzlader		
Level	Intermediate		
Course prerequisites	Financial Management, Budgeting & Controlling		
Block course	No		
Participants	All BBCi		
Groups	Yes		
Contribution to subsequent modules	None		
Bibliography	<p>Parmenter D.: "Key Performance Indicators: Developing, Implementing, and Using Winning KPIs", Wiley, current edition</p> <p>-Damodaran, Aswath: "Damodaran on Valuation: Security Analysis for Investment and Corporate Finance", John Wiley & Sons, current edition</p> <p>-Palepu, Krishna; Healy, Paul; Peek, Erik and Bernard, Victor: "Business Analysis and Valuation", Cengage Learning EMEA, current edition</p> <p>Journals/Periodicals: The McKinsey Quarterly, Harvard Business Review, Business Week International, MIT Sloan Management Review</p>		
Course objectives	<p>An important goal of investment decision-making analysis is to value a company. This module encompasses the understanding of the historical development of an entity, as well as the current situation within the competitive environment and the future prospects from a strategic point of view. Students should become familiar with core valuation concepts and they should know about the necessary tools to value a company. According to the outcome of the valuation process they should then be able to make a sensible investment decision</p>		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	<p>Different dimensions of the valuation process including the general environment, market, management, strategy, financial performance & outlook will be covered.</p> <p><u>Topics covered in this course:</u></p> <p>Sector and market background analysis;</p> <p>Company management and strategy;</p> <p>Analysis of strengths and weaknesses;</p> <p>Financial performance analysis and the outlook;</p> <p>Absolute and relative valuation;</p> <p>The investment decision</p>		
Module version	V 2.1, 2015		

SPECIALISATION: INTERNATIONAL ACCOUNTING AND FINANCE

Module:	Module title:	Credits:	Hours/Week:
DSSF	Derivative Securities and Structured Finance	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	5th Semester		
Course Leader	Kinga Niemczak		
Level	Intermediate		
Course prerequisites	BCM, CMI		
Block course	No		
Participants	IAF		
Groups	No		
Contribution to subsequent modules	None		
Bibliography	<p>Hull, J. C.: Options, Futures, and other derivatives. Prentice Hall, current ed.</p> <p>Bruyere, R.: Credit derivatives and structured credit. John Wiley & Sons, current ed.</p> <p>Banks, E.: Synthetic and structured assets. John Wiley & Sons, current ed.</p>		
Course objectives	<p>The objective of the module is to provide students with an in-depth understanding of derivative products. After the completion of the module students will be able to understand the characteristics of various derivative securities and their applications in risk management, value derivative securities, understand the principles of structured finance and securitisation.</p>		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	<p>Futures and forwards - markets, hedging strategies and pricing; Swaps; Option markets, trading strategies involving options, option valuation; Credit derivatives, securitisation and structured products.</p>		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
MFRM	Multinational Finance and Risk Management	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	5th Semester		
Course Leader	Kinga Niemczak		
Level	Intermediate		
Course prerequisites	BCM, CMI		
Block course	No		
Participants	IAF		
Groups	No		
Contribution to subsequent modules	None		
Bibliography	<p>Butler, K. C.: Multinational Finance: Evaluating Opportunities, Costs, and Risks of Operations. Wiley, current ed.</p> <p>Shapiro, A. C.: Multinational Financial Management. Wiley, current ed.</p> <p>Moffett, M. H.; Stonehill, A. I.; Eiteman, D. K.: Fundamentals of Multinational Finance. Prentice Hall, current ed.</p>		
Course objectives	<ul style="list-style-type: none"> - Understand the unique aspects of financial management in an international context - Understand the main theories of exchange rate determination and apply them to forecasting - Evaluate financial and other additional risks confronting a multinational corporation and understand how derivative securities can be used to mitigate those risks. - Understand the process and techniques used to make international financing and investment decisions. 		
Format	ILV		
Evaluation	Continuous evaluation and final exam		
Course content	<ul style="list-style-type: none"> - Introduction to international financial environment. Multinational enterprise and multinational financial management. Foreign exchange and Eurocurrency markets. International parity conditions and currency forecasting. - Risks to which a multinational corporation is exposed. - Application of financial instruments in the context of hedging or mitigating specific risks arising to a multinational corporation - Multinational capital structure and cost of capital - International portfolio investment. 		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
SIAT	Special Issues in Accounting and Taxation	6 ECTS	3 SWS
Degree Programme	BBCi		
Semester	5th Semester		
Course Leader	Marie Nitzlader		
Level	Intermediate		
Course prerequisites	Fundamentals of Accounting; Financial Accounting; Cost Accounting; Financial Planning, Budgeting and Controlling		
Block course	No		
Participants	All BBCi		
Groups	No		
Contribution to subsequent modules	All modules of the specialisation in International Accounting and Finance		
Bibliography	<p>Books:</p> <p>Arnold, Brian J.; McIntyre, Michael J.: "International Tax Primer", Kluwer Law International, 2002, current edition</p> <p>Miller, Angharad; Oats, Lynne: "Principles of International Taxation", Tottel Publishing, 2012, current edition</p>		
Course objectives	<p>Special Issues in Accounting:</p> <p>Students should gain a basic knowledge of accounting according to Austrian law. They should understand the principles and structure of financial statements and gain an overview of the legal framework including generally accepted accounting principles.</p> <p>Taxation:</p> <p>National taxation is always the basis for questions regarding international taxation and EU legislation. Students should therefore become acquainted with the system of national and international taxation, i.e. how the different levels of law come together when solving international tax issues.</p>		
Format	ILV		
Evaluation	Continuous evaluation and final exam		
Course content	<p>Special Issues in Accounting:</p> <p>Recognition and valuation of assets and liabilities; Classification rules (balance sheet and income statement); Notes to the financial statements and management report.</p> <p>Taxation:</p> <p>Students will be introduced to national taxation regimes on the basis of Austrian rules and principles (income tax, corporate income tax and withholding tax). In addition students will become acquainted with double tax treaties, value added tax within Europe and 3rd countries.</p>		
Module version	V 2.0, 2015		

SPECIALISATION: INTERNATIONAL MANAGEMENT AND LEADERSHIP

Module:	Module title:	Credits:	Hours/Week:
IHRL	International HR Law	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	5th Semester		
Course Leader	Marion Mansberger		
Level	Intermediate		
Course prerequisites	Legal Systems and Principles, Law for International Business, Corporate Governance & Business Ethics		
Block course	No		
Participants	All BBCi IML		
Groups	No		
Contribution to subsequent modules	International HR Consultancy		
Bibliography	Laimer, Hans Georg (2012): Employment Law, 2nd Edition, Neuer wissenschaftlicher Verlag Sargeant, Malcolm/Lewis, David (2012), Employment Law, 6th edition, Pearson		
Course objectives	Ability to distinguish between the different kinds of employment Knowledge of main parts of social security and social insurance Competence to recognize the crucial points of an employment contract Knowledge of the obligations of the employee and the employer (resulting from the employment relationship) Basic knowledge of special issues of labour law and equal opportunities and equal treatment		
Format	ILV		
Evaluation	Continuous evaluation and final exam		
Course content	Basics of labour law (legal system, system of labour law, CBAs, shop agreements, individual employment agreements, types of employees) Basics of social (security) law (social law-social insurance, health insurance, unemployment insurance, emergency benefits, pension insurance, accident insurance) Employment contracts (conclusion, written statement of terms of employment, restrictions, special forms, obligations of the employee, obligations of the employer, termination, special issues) Equal opportunities		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
IHRC	International HR Consultancy	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	5th Semester		
Course Leader	Marion Mansberger		
Level	Intermediate		
Course prerequisites	Principles of Management, Job Application and Assessment, Business Ethics and Corporate Governance, Intercultural Business Dimensions, Human and Social Behaviour, Organizational Behavior, Human Resource Management, International HR Law, Leadership and International HR Development		
Block course	No		
Participants	All BBCi IML		
Groups	No		
Contribution to subsequent modules	Internship		
Bibliography	Preselected readings		
Course objectives	<p>Students will gain knowledge on basic theories and concepts related to international HR consultancy and will collect information from a number of different experts from the international HR arena who will share knowledge, as well as connect theory with practical application.</p> <p>By the end of the semester, students should be able to draw from a large knowledge pool, bringing numerous bits of information and approaches together, looking at HR issues from different angles, to ultimately be able to provide a number of possible solutions.</p>		
Format	ILV		
Evaluation	Continuous evaluation and final exam		
Course content	This course is a lecture series consisting of three units of theory and concepts in International HR Consultancy. These are followed by international HR consultancy issues on: expatriate management, NGO's, M&A, and internal sales.		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
LIHRD	Leadership and International HR Development	6 ECTS	3 SWS
Degree Programme	BBCi		
Semester	5th Semester		
Course Leader	Marion Mansberger		
Level	Intermediate		
Course prerequisites	Principles of Management, Human and Social Behaviour, Organizational Behavior, Human Resource Management		
Block course	No		
Participants	All BBCi IML		
Groups	No		
Contribution to subsequent modules	International HR Consultancy		
Bibliography	<p><u>Leadership:</u> Northouse, Peter G. (2016): Leadership. Theory and Practice. Thousand Oaks: Sage (7th Ed.). Additional readings will be provided at the beginning of the course.</p> <p><u>Development:</u> An assortment of preselected most current readings will be made available at the library's reserve desk.</p>		
Course objectives	<p><u>Leadership:</u> The students will know how to understand and define leadership in accordance with significant leadership theories. They will be able to deliberate advantages and disadvantages leadership concepts and leadership practice. Further, they will be able to understand and discuss current leadership issues in the context of gender and culture.</p> <p><u>Development:</u> The participants will be knowledgeable about learning and training theories and will be aware of their respective advantages and disadvantages. Students will be able to understand and apply various trainings and development concepts and approaches and will understand and be able to apply a number of trainings methods.</p>		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	<p><u>Leadership:</u> Leadership concepts, early and currently significant leadership theories, specific issues (Gender & Leadership, Culture & Leadership)</p> <p><u>Development:</u> Training & Development needs analyses, learning theories, learning design, methods, training evaluations and controlling, trends, e-learning, intercultural challenges within a development and training situation.</p>		
Module version	V 2.0, 2015		

SPECIALISATION: INTERNATIONAL MARKETING AND SALES

Module:	Module title:	Credits:	Hours/Week:
MSC	Marketing/Sales Controlling	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	5th Semester		
Course Leader	Virgina Groegl		
Level	Intermediate		
Course prerequisites	All previous IMS specialisation courses, Statistics for Business and Economics		
Block course	No		
Participants	All BBCi		
Groups	No		
Contribution to subsequent modules	No		
Bibliography	Bolt, Gordon, <i>Market and Sales Forecasting, A Total Approach</i> , Farris, Bendle, Pfeifer, Reibstein, <i>Marketing Metrics: The Definitive Guide to Measuring Marketing Performance</i> , (latest edition), Pearson, International Journal of Sales Transformation, other relevant Journals.		
Course objectives	Know methods for determining profitability and marketing cost allocation. Understand the key components of planning, budgeting and controlling. Know how to correctly allocate marketing costs. Understand customer profitability models, CLV calculation. Effective measurement of marketing expenditures (such as ROMI) for the purposes of making better, more strategic business decisions.		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	Conducting a marketing audit, net sales volume analysis and marketing cost analysis. Quantitative and qualitative analysis of sales persons performance, and territory analysis. Sales variance analysis, marketing ROI analysis, determining profitability by product lines. Use of a market simulation game to reinforce core principles taught. CLV and customer satisfaction measurement. Web analytics and metrics for Digital Marketing.		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
SFM	Sales Force Management	4 ECTS	2 SWS
Degree Programme	BBCi		
Semester	5th Semester		
Course Leader	Virginia Groegl		
Level	Intermediate		
Course prerequisites	All previous IMS Specialisation courses, Financial planning, budgeting and controlling, Business information systems		
Block course	No		
Participants	All BBCi		
Groups	No		
Contribution to subsequent modules	None		
Bibliography	<i>Building a Winning Sales Force</i> , Zoltners, Sinha, Lorimer, American Management Association, <i>Selling and Sales Management</i> , Jobber, Lancaster Pearson, <i>Marketing Metrics</i> (latest edition), Faris, Bendle, Pfeifer, Reibstein, Pearson, <i>Dalrymple's Sales Management</i> , Cron, DeCalo (latest edition), Wiley & Sons, Inc., <i>International Journal of Sales Transformation</i> , <i>Harvard Business Review</i> , <i>MIT Sloan Management Review</i>		
Course objectives	Develop a strategic sales plan, knowing the key elements of designing and managing a sales territory, recruiting and running a sales force, as well as the core skills to maximize the effectiveness of the sales organization. Be able to evaluate the effectiveness of sales staff to maximize sales metrics, and make strategic decisions influencing the sales force. Conduct sales variance analysis to monitor the profitability of the sales function. Produce sales forecasts and demand estimation, (using qualitative and quantitative techniques – composite methods) and budgets, with the ability to update based on sales data. Understand global differences and dynamics of an international sales team. Oral and written skill in the preparation of strategic sales plans.		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	Sales management strategies, Sales forecasting and budgeting, developing a strategic sales plan, sales force organization, human resources, ethics, CRM, sales analytics, compensation along with sales force training, leadership and motivation. Organisation of the sales effort, KAM management policies, territory planning, conducting account analyses, engaging in call analysis, team selling, key account management and engaging in proposal development. Structure and management of international sales teams.		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
SBM	Strategic Brand Management	6 ECTS	3 SWS
Degree Programme	BBCi		
Semester	5th Semester		
Course Leader	Virginia Groegl		
Level	Intermediate		
Course prerequisites	All previous IMS courses		
Block course	No		
Participants	International Marketing and Sales (specialisation)		
Groups	No		
Contribution to subsequent modules	None		
Bibliography	<p>Kevin L. Keller. Strategic Brand Management: Pearson Higher Education (latest edition).</p> <p>Jean-Noel Kapferer. The new strategic brand management. Creating and sustaining brand equity long term. Kogan (latest edition).</p> <p>Moriarty, Mitchell, Wells. Advertising & IMC – Principles & Practice (latest edition).</p>		
Course objectives	<p>Students will be able</p> <ul style="list-style-type: none"> - to define the brand equity concept - to translate brand-positioning elements into a relevant, differentiating, and consistent advertising strategy - to apply integrated marketing communication tools as a substantial part of successful brand building - to describe the launching process of a new brand - to define strategies for growing and sustaining brands in the long run - to describe different global branding approaches 		
Format	ILV		
Evaluation	Continuous evaluation		
Course content	<ul style="list-style-type: none"> - Brand equity definition and components - Brand elements to build brand equity - Integrated marketing communications to build brand equity - Translating brand positioning and brand identity into an advertising strategy - Media Planning and Buying - Measuring the effectiveness of different communication tools - Launching a brand - Growing and sustaining a brand in the long run - Types of brands and brand architecture - Handling name changes and brand transfers - Global branding 		
Module version	V 2.0, 2015		

Sixth Semester (SS)

Module:	Module title:	Credits:	Hours/Week:
IS	Internship	22 ECTS	0 SWS
Degree Programme	BBCi		
Semester	6th Semester		
Course Leader	Department Heads IAF/IML/IMS (depending on specialisation)		
Level	Advanced		
Course prerequisites	All business and social skills taught in previous modules		
Block course	No		
Participants	All BBCi		
Groups	No		
Contribution to subsequent modules	Mandatory for all specialisations		
Bibliography	--		
Course objectives	The internship is a mandatory component for completion of the BCi bachelor's degree. This is meant to be a practical application of theories and principles learned to date, in a business environment where English is used a minimum of 50% of the time. Students should ideally work in fields related to their choice of specialisation. Students should build confidence within a real world environment, practically apply principles learned in the classroom, and contribute in a positive way in a business environment.		
Format	BP		
Evaluation	Final Evaluation		
Course content	Hands-on practical experience related to the student's chosen area of specialisation within an international corporate environment.		
Module version	V 2.0, 2015		

Module:	Module title:	Credits:	Hours/Week:
BP2	Bachelor Paper	8 ECTS	1 SWS
Degree Programme	BBCi		
Semester	6th Semester		
Course Leader	Karin Dobernig		
Level	Advanced		
Course prerequisites	Academic Skills I; Academic Skills II; Bachelor Paper Seminar		
Block course	Partly		
Participants	All BBCi		
Groups	No		
Contribution to subsequent modules	None		
Bibliography	Saunders, Mark, Philip Lewis, and Adrian Thornhill: <i>Research methods for Business Students</i> . Pearson.		
Course objectives	Ability to work independently on a study-relevant topic within a given time frame; Compile a bachelor paper that adheres to scientific standards with regards to form and content; Communicate and disseminate research findings in written and oral form, Ability to collect and analyze data by using appropriate research methods.		
Format	SE		
Evaluation	Continuous Evaluation		
Course content	Compilation of the Bachelor Paper within the field of the chosen specialization; Application of adequate research methods, academic writing, Collecting and analyzing data.		
Module version	V 2.2, 2018		