

Modules and Courses

Bachelor - Business Consultancy International

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Academic Skills (ACS)

Module title	Academic Skills
Module abbreviation	ACS
ECTS (Module)	7
Semester(s)	3, 4
NQR-Level	6
Connection to program qualification objectives (QO)	8, 10

Module Description:

The Academic Skills module introduces students to basic methodological skills for carrying out small research projects, with the aim of providing them with the skills needed to complete their bachelor thesis and apply academic principles to everyday professional practice. The module is divided into 2 consecutive courses: Academic Skills I (3rd semester) and Academic Skills II (4th semester). While the first course aims to introduce students to the basic principles of academic work, including working with academic literature and writing an academic essay, the second course focuses on empirical research and planning their own research projects. The courses are hands-on with a connection to real life applications. Students are encouraged to apply what they have learnt directly and to critically evaluate their approach.

Module objective	Learning outcomes of the module Students are able to...
ACS – 1	explain and apply principles of academic research.
ACS - 2	work with academic literature.
ACS - 3	find a research topic and derive research questions from academic literature.
ACS – 4	differentiate between research methods to answer research questions.
ACS – 5	plan and conduct basic research projects.

Academic Skills I

Course title	Academic Skills I
ECTS (Course)	3
Semester	3
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- Principles of academic research
 - Goals of research
 - Academic integrity and citation rules
 - Research process and different research designs
 - Academic literacy: finding, reading, understanding and evaluating academic literature

- Planning and conducting a literature-based research project
 - Finding a research topic and deriving a research question
 - Writing an academic essay following guidelines of academic writing (essay structure, argumentation style, writing style) and providing a literature-based answer to a research question
- Recognising and reflecting on the applicability of scientific principles to everyday professional practice

Learning outcomes of the course Students are able to ...	Connection to Module objectives
... apply principles of academic research (goals, quality criteria, academic honesty and research ethics)	ACS – 1
... differentiate between research approaches: literature review, empirical research (qualitative and quantitative research).	ACS – 4
... explain the typical research process.	ACS – 1, ACS – 5
... find, read, understand and evaluate academic literature sources.	ACS – 2
... find a research topic and derive a basic research question that can be addressed by means of literature research.	ACS – 2, ACS – 3
... write an academic essay, following guidelines of academic writing (essay structure, argumentation style, writing style) and providing a literature-based answer to a research question.	ACS – 2, ACS – 5
... use software supporting the research process (literature and citation management software, artificial intelligence for research, etc.).	ACS – 5
... provide and receive constructive feedback to/from peers.	ACS – 1

Academic Skills II

Course title	Academic Skills II
ECTS (Course)	4
Semester	4
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- Repetition of principles of academic work and research process
- Understanding principles of empirical social research
 - Ethical considerations in empirical research
 - Differentiating between different empirical research methods relevant for the field of business research (primary and secondary data, qualitative and quantitative research, etc.)
 - Critically evaluating empirical research designs
- Conducting basic empirical social research
 - Basic quantitative research: quantitative research questions, data collection methods (questionnaire design and secondary data), data analysis methods (descriptive and basic inferential statistics)



- Basic qualitative research: qualitative research questions, data collection methods (interviews and others), data analysis methods for qualitative research
- Writing a research proposal for a bachelor thesis

Learning outcomes of the course Students are able to ...	Connection to Module objectives
... explain principles of empirical research methods and adhere to ethical guidelines of empirical social research.	ACS – 1
... adopt an appropriate research design (methodology, data collection method, data analysis method) for addressing empirical research questions.	ACS – 2, ACS – 3, ACS – 4
... apply basic qualitative and quantitative research methods within a small empirical research project.	ACS – 5
... use software supporting empirical research (qualitative data analysis software, statistical programmes, etc.).	ACS – 5
... interpret, communicate and disseminate empirical research findings.	ACS – 5
... plan their own academic research project and write a research proposal applying the content learned in the module Academic Skills.	ACS – 1-5

Bachelor Paper (BAP)

Module title	Bachelor Paper
Module abbreviation	BAP
ECTS (Module)	14
Semester(s)	5,6
NQR-Level	6
Connection to program qualification objectives (QO)	8, 10

Module Description:

The module combines the writing of the BAP which is an academic paper, where students will complete their Bachelor Paper adhering to scientific standards, as well as the Research Proposal (written and presented) and the final Defensio of the BAP.

Module objective	Learning outcomes of the module Students are able to...
BAP -1	Write a comprehensive Bachelor Paper and corresponding Research Proposal in the field of their specialization
BAP - 2	Demonstrate the ability to work independently on a study-relevant topic

BAP - 3	Present and defend the Research Proposal to their peers
BAP - 4	Present and defend the final BAP to an academic panel
BAP - 5	Utilize academic theory, research designs, methods, etc. in the Research Proposal and BAP

Bachelor Paper Research Proposal

Course title	Bachelor Paper Research Proposal
ECTS (Course)	5
Semester	5
Course type	B
Examination modality	Final Exam
Language	English

Course contents:

- Researching and selecting a topic from the field of specialization
- Starting of the writing process
- Drafting a Research Proposal of a Bachelor Paper

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
Research a topic by using academic sources	BAP – 1, 2, 5
Identify a research gap and formulate research questions	BAP – 1, 2, 5
Conceptualize their Bachelor Paper	BAP – 1, 2, 5
Draft a Research Proposal	BAP – 1, 2, 5

Bachelor Paper Seminar (Research Proposal Presentation)

Course title	Bachelor Paper Seminar (Research Proposal Presentation)
ECTS (Course)	1
Semester	5
Course type	SE
Examination modality	Continuous Evaluation
Language	English

Course contents:

- Presentation of the completed Research Proposal to a faculty panel and colleagues
- Managing the Q & A section of the presentation effectively
- Interactive participation – querying other students

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
Clearly present and defend the Research Proposal to a faculty panel as well as to colleagues and manage the Q & A section effectively	BAP – 3, BAP - 1
Show a clear understanding of the academic theory, frameworks, models, applied in the Research Proposal	BAP - 5
Defend the research design as well as data collection/analysis for empirical work	BAP - 5
Intelligently query colleagues' presentation of their Research Proposal	BAP - 3

Bachelor Paper Final Version

Course title	Bachelor Paper Final Version
ECTS (Course)	7
Semester	6
Course type	B

Examination modality	Final Exam
Language	English

Course contents:

- Completion of the Bachelor Paper and submitting the final version for grading

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
Compile a Bachelor Paper within the field of the chosen specialization	BAP – 1, 2, 5
Demonstrate their ability to work independently on a study-relevant topic within a given time frame	BAP – 1, 2, 5
Collect and analyze data by to derive findings and conclusions	BAP – 1, 2, 5
Develop the ability to communicate and disseminate their research findings in written form.	BAP – 1, 2, 5
Develop their academic research skills and independent thinking abilities	BAP – 1, 2, 5

Bachelor Paper Defensio

Course title	Bachelor Paper Defensio
ECTS (Course)	1
Semester	6
Course type	SE
Examination modality	Continuous Evaluation
Language	English

Course contents:

- Presentation of the final BAP
- Defense of the BAP to a faculty panel and colleagues
- Q & A session to demonstrate familiarity with the concepts included in the BAP

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
Present their Bachelor Paper to an academic audience	BAP - 4
Competently respond to questions arising from their research	BAP - 4
Participate in academic discussions	BAP - 4
Display the understanding of the contents of the Bachelor Paper in detail	BAP – 4, 5

Consultancy Models & Skills (CMS)

Module title	Consultancy Models & Skills
Module abbreviation	CMS
ECTS (Module)	16
Semester(s)	4,5,5
NQR-Level	6
Connection to program qualification objectives (QO)	3, 4, 5, 6, 11

Module Description:

In this course module, students will learn about the theoretical and practical foundations of business consultancy, project management, and the associated responsibilities and roles of a business consultant. Students will learn to apply tools from various disciplines – like Accounting and Finance, Management and Leadership, Marketing and Sales – to understand business environments. They will analyze markets and businesses in a logical, structured way and will learn about a variety of factors which have to be considered, when making strategic management decisions. Additionally, students will learn to quantify the impacts of business decisions and to present their findings in a structured way. Once the theoretical knowledge is acquired, students will apply their knowledge to a real-life company project.

Module objective	Learning outcomes of the module
	Students are able to...
CMS – 1	explain different kinds of (business) consultancy and their process sequences
CMS – 2	understand the different roles and responsibilities of a business consultant



CMS – 3	apply different models, analyses, tools and strategies as they are used in business consultancy
CMS – 4	evaluate and select future business opportunities and deduct necessary actions
CMS – 5	quantify and assess the financial impacts of business decisions
CMS – 6	understand the interdependence of different departments
CMS – 7	summarize and effectively present findings
CMS – 8	apply project management skills to (company) projects

Consultancy Models & Skills I

Course title	Consultancy Models & Skills I
ECTS (Course)	6
Semester	4
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- Definition and different kinds of consultancy incl. its sequences
- Roles and responsibilities of a business consultant incl. rules of conduct, values and ethical standards
- Client acquisition and contracting
- Key models and frameworks applied by leading global consultancy companies (e.g. product-lifecycle-analysis, Porter's five forces, experience curves and BCG-growth/share-matrix, PEST-analysis, McKinsey-market attractiveness/competitive strength-matrix, portfolio strategies, cost-analysis, competitor analysis-tools)
- Basic problem-solving methods and approaches

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
explain the domain of business consultancy and its processes	CMS – 1
understand the different roles and responsibilities of business consultants	CMS – 2
use principles of client acquisition and contracting	CMS – 3
apply key consultancy concepts and analytical frameworks to solve complex business problems	CMS – 3

Company Analysis

Course title	Company Analysis
ECTS (Course)	4
Semester	5
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- Sector and market analysis
- Combining financials of different areas of a company (Finance, Marketing, HR)
- Fair values of current products and/or operations
- Assessment of future investments
- Risk analysis
- Assessment of different financing options
- Analysis of the financial condition of a company



Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
perform a thorough market- and competitor analysis	CMS – 3
evaluate and choose an effective strategic pathway for a company	CMS – 3, 4
develop a plan for activities and related costs and benefits to meet the strategic targets	CMS – 3, 4, 5, 6, 7
assign current and future values to products and/or operations	CMS – 3, 4, 5
incorporate risk and sensitivity analysis in estimates and plans	CMS – 3, 4, 5, 6
evaluate different financing options	CMS – 3, 4, 5, 6
understand the interdependence of different departments within a company	CMS – 6
assess the financial condition of a company through ratio analysis	CMS – 3, 5
effectively present findings and conclusions	CMS – 7

Consultancy Models & Skills II

Course title	Consultancy Models & Skills II
ECTS (Course)	6
Semester	5
Course type	PR
Examination modality	Continuous assessment
Language	English

Course contents:

- Project management: basic knowledge, scheduling, resource allocation, work-breakdown-structures, project controlling and earned value management, contracting, agile project management
- Case study: application of business consultancy and project management knowledge to a real-life company, final presentation delivery to the client and report



Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
apply business consultancy and project management skills to a real-life company project (case study)	CMS – 1, 2, 3, 4, 5, 6, 7, 8

Digital Transformation & Information Management (DTIM)

Module title	Digital Transformation & Information Management
Module abbreviation	DTIM
ECTS (Module)	8
Semester(s)	1,3
NQR-Level	6
Connection to program qualification objectives (QO)	2,8

Module Description:

Students will acquire a comprehensive understanding of professional spreadsheet design through the analysis and manipulation of business data for business decision making. Students will complete common business tasks efficiently, utilizing best practices to enhance productivity and effectiveness across a multitude of business-related areas using spreadsheet software. This will also include fundamentals of spreadsheet automation and use of Artificial Intelligence (AI) to aid in decision making processes.

Module objective	Learning outcomes of the module
	Students are able to...
DTIM - 1	Apply standard best practice solutions to solve business problems using standard spreadsheet software
DTIM – 2	Manipulate business data at a fundamental level to facilitate business decision making
DTIM – 3	Transform and present data in a professional manner to suit business scenarios
DTIM – 4	Where necessary use automation and/or AI to facilitate problem solving

Digital Transformation and Information Management I

Course title	Digital Transformation and Information Management I
ECTS (Course)	4
Semester	1
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- Use of fundamental spreadsheet functions to manipulate, modify and display business data
- Summarizing of business data using aggregation, grouping, filtering, cross-tabulation etc.
- Visualizing and transforming data in order to enhance business decision making
- Use of AI methods to solve spreadsheet related problems

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
Use fundamental spreadsheet functions to manipulate business data	DTIM - 1
Summarize large data sets to facilitate decision making	DTIM - 2
Display data accordingly for a variety of business scenarios	DTIM - 3
Use artificial intelligence methods to assist in problem solving	DTIM - 4

Digital Transformation and Information Management II

Course title	Digital Transformation and Information Management II
ECTS (Course)	4
Semester	3
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- Advanced spreadsheet features to manipulate and modify business data for decision making
- Custom solutions within spreadsheets using development tools and automation
- Coding fundamentals for use alongside data analysis in spreadsheet software
- Use of AI methods to solve spreadsheet related problems

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
Use advanced spreadsheet features to manipulate business data	DTIM -1
Create custom spreadsheet solutions for the presentation of business data	DTIM -2
Use coding fundamentals to prepare data models in business scenarios	DTIM -3
Use artificial intelligence methods to assist in problem solving	DTIM - 4

English for Business and Economics (EBE)

Module title	English for Business and Economics
Module abbreviation	EBE
ECTS (Module)	6
Semester(s)	1,2
NQR-Level	6
Connection to program qualification objectives (QO)	9, 10

Module Description:

Students will be able to learn to express themselves effectively in business and academic contexts. They will acquire the necessary skills to a C1 + level according to the Common European Framework of Reference.

Module objective	Learning outcomes of the module
	Students are able to...
EBE – 1	understand in detail lengthy, complex texts, whether or not these relate to their own area of specialty.
EBE – 2	give clear presentations on complex subjects, developing particular points and rounding off with an appropriate conclusion
EBE – 3	easily keep up with the debate, even on abstract, unfamiliar topics and guide and/or participate in a formal debate on academic topics
EBE – 4	express themselves fluently and spontaneously, almost effortlessly
EBE – 5	produce clear, well-structured texts of complex subjects, expanding and supporting points at some length, rounding off with an appropriate conclusion and employing the structure and conventions of a variety of genres
EBE - 6	express themselves with clarity and precision in personal correspondence, using language flexibly and effectively
EBE – 7	Can evaluate the extent to which a work follows the conventions of its genre.

Council of Europe (2020): Common European Framework of Reference for Languages: Learning, teaching, assessment – Companion volume. Strasbourg: Council of Europe Publishing, www.coe.int/lang-cefr.

Professional English

Course title	Professional English
ECTS (Course)	3
Semester	1
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- Written communication:
the conventions of professional correspondence and reports; formal register and transitions
- Oral communication:
informative and persuasive business presentations
- Advanced grammar review
- Business collocations

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
apply the conventions of professional correspondence using the appropriate structure, register and style	EBE - 5, EBE - 6
hold professional presentations	EBE - 2, EBE - 4
reflect on their oral performance and provide constructive feedback	EBE - 7

Academic English

Course title	Academic English
ECTS (Course)	3
Semester	2
Course type	ILV



Examination modality	Continuous assessment
Language	English

Course contents:

- Written communication:
the conventions of academic writing and style
- Oral communication:
meetings and formal discussions
- Reading comprehension strategies
- Advanced grammar review
- Academic collocations

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
read, summarize and comment on academic articles in the fields of current issues in management, HR, business organization and marketing	EBE - 1
read and achieve a detailed comprehension of university-level texts	EBE - 1
apply the conventions of academic essays, using the appropriate structure, register and style	EBE - 5
reflect on their writing and provide constructive feedback	EBE - 7
communicate their ideas effectively in meetings	EBE - 3, EBE - 4

Economics (ECON)

Module title	Economics
Module abbreviation	ECON
ECTS (Module)	8
Semester(s)	1,2
NQR-Level	6
Connection to program qualification objectives (QO)	1, 7

Module Description:

The Economics module equips students with a solid foundation in both microeconomic and macroeconomic principles. The module covers key topics such as the functioning of markets, economic decision-making of individuals and firms, the role of government, and the analysis of economic policies. On a broader level, students will learn to analyze global macroeconomic trends and evaluate their impact on industries, businesses, and policy-making.

Module objective	Learning outcomes of the module
	Students are able to...
ECON - 1	Analyze microeconomic and macroeconomic problems using key economic concepts, models, and methods.
ECON - 2	Evaluate the impact of economic policies (e.g., fiscal, monetary, government intervention) on markets, industries, and businesses.
ECON - 3	Apply economic theory to decision-making in business and consulting contexts, with a focus on understanding market structures, macroeconomic trends, and policy implications.

Microeconomics

Course title	Microeconomics
ECTS (Course)	4
Semester	1
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- Basic terms and concepts of microeconomics
- Theory of production and costs
- Theory of the firm and the household
- Analyzing demand and supply
- Market structure: structure—conduct—performance
- Analyze and understand the Role of government in the economy
- Apply asymmetric information and welfare economics
- Emphasis on microeconomic applications for managerial and consultancy ability.

Learning outcomes of the course Students are able to ...	Connection to Module objectives
Analyze problems in a rigorous economic, especially microeconomic, manner.	ECON—1
Understand the functioning of the market economy.	ECON—1
Understand economic decision making of key economic actors and of the basic economic methods.	ECON—3
Understand how the market economy works and the preconditions for its proper functioning.	ECON—1, ECON—3
Know the most important developments and issues of economic thought.	ECON—1
Understand the recurrent problems between market and government.	ECON—2
Analyze economic policy proposals.	ECON—2

Macroeconomics

Course title	Macroeconomics
ECTS (Course)	4
Semester	2
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- 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 government in the economy
- Stabilization 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 in industries, businesses, and the consultancy industry.

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
Understand global macroeconomic trends and developments, in particular the reasons for the current crises.	ECON—1, ECON—3
Understand core macroeconomic models, terms, and concepts.	ECON—1
Structure and understand key macroeconomic relations.	ECON—1

Evaluate macroeconomic policies (fiscal and monetary policy).	ECON—2
Explore economic issues and using scientific indicators in economics.	ECON—4
Evaluate macroeconomic developments for managerial decision making and business consulting.	ECON—3

Fundamentals of Business and Management (FBM)

Module title	Fundamentals of Business and Management
Module abbreviation	FBM
ECTS (Module)	8
Semester(s)	1,2
NQR-Level	6
Connection to program qualification objectives (QO)	1, 4, 6, 7

Module Description:

The module FBM introduces students to basic business, economic and management topics prevalent in any business arena. Content includes historic and current theories, their application and interpretation in life-like settings via case studies, traditional and contemporary business and management topics including human resources particularities. Students are introduced to main economic concepts at a basic level and are able to present complex topics in a professional setting.

Module objective	Learning outcomes of the module
	Students are able to...
FBM - 1	Identify principles of management
FBM - 2	Recognize challenges of today's management and business arenas at an international level
FBM - 3	Name and explain traditional and contemporary management and leadership theories
FBM - 4	Apply new knowledge to practical cases
FBM - 5	Present complex topics in a professional setting
FBM - 6	Identify complexities related to business, economics, and management including HR



FBM - 7	Understand increased HR complexity in international settings
FBM - 8	Understand basic business and economic concepts
FBM - 9	Understand the interconnectedness between business, economics and management

Introduction to Business and Economics

Course title	Introduction to Business and Economics
ECTS (Course)	4
Semester	1
Course type	SE
Examination modality	Continuous assessment
Language	English

Course contents:

- Introduction to the world of business and economics
- Integration of theoretical business concepts with real world application using case studies
- Introduction to the global business environment with its economic systems
- Introduction to basic financial management and banking topics
- Introduction to basic financial reporting and accounting information
- Introduction to the topic of “people in organizations”

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
Name relevant topics in business and economics	FBM – 8
Apply basic business concepts in today’s business world	FBM - 4
Describe basic concepts from the perspective of an economist	FBM - 8
Name and explain basic financial management and banking topics	FBM – 4, 5, 8
Name and explain most basic accounting systems	FBM - 8



Explain the reason for the complex resource “humans”	FBM - 7
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Principles of Management

Course title	Principles of Management
ECTS (Course)	4
Semester	2
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- Introduction to historical and contemporary management theories
- Introduction to human behavior and the complexity of group and team dynamics in international business
- Insight to current management issues
- Introduction to traditional management functions
- Introduction to leadership theories
- Active discussion on current management topics

Learning outcomes of the course	Connection to Module objectives
Students are able ...	
Name principles of management	FBM - 1
Recognize and analyze challenges of management	FBM – 2, 4, 5
Link new knowledge to business practice (Case Studies)	FBM – 4, 5
Understand and explain basic historic and contemporary management and leadership theories	FBM – 3
Understand the behavioral specifics (individual/group/organization) in international business settings	FBM – 6, 7, 9



Name and explain traditional management functions	FBM - 1
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Fundamentals of Corporate Finance (FCF)

Module title	Fundamentals of Corporate Finance
Module abbreviation	FCF
ECTS (Module)	8
Semester(s)	2,3
NQR-Level	6
Connection to program qualification objectives (QO)	2, 3, 5

Module Description:

The “Fundamentals of Corporate Finance” module provides students with a comprehensive understanding of essential principles and tools in corporate finance. The module covers financial decision-making processes in corporations, including the analysis of financial statements, time value of money, investment appraisal techniques, and methods of financing through debt and equity. It also explores portfolio theory, risk management, capital structure decisions, and mergers and acquisitions. The module prepares students to apply theoretical knowledge to practical situations, such as valuing financial instruments and managing corporate financial risks; these competencies will be expanded upon in the IAF module.

Module objective	Learning outcomes of the module
	Students are able to...
FCF – 1	Analyze financial statements and corporate performance using key financial indicators and metrics.
FCF – 2	Apply financial decision-making tools such as discounted cash flow analysis and investment appraisal techniques to assess corporate projects and securities.
FCF - 3	Understand and evaluate corporate financing decisions, including the cost of capital, capital structure, and dividend policy.

Corporate Finance I

Course title	Corporate Finance I
ECTS (Course)	4
Semester	2
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- Main forms of business organization
- 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

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
Understand the major decision areas in corporate finance	FCF—3
Understand the information presented by a company in their financial statements and use them to analyze the performance of a company	FCF—1
Understand the relevance of time value of money for corporate financial decisions	FCF—2
Explain how corporations finance their operations	FCF—3
Apply discounted cash flow techniques to value stocks and bonds	FCF—2
Discuss various methods for analyzing investment projects, and apply the methods	FCF—2
Use Excel to solve selected problems in corporate finance.	FCF—2

Corporate Finance II

Course title	Corporate Finance II
ECTS (Course)	4
Semester	3
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- 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.

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
Understand the risk-return relation and the CAPM model.	FCF—3
Contrast debt and equity instruments of financing and explain the costs and benefits related to debt financing.	FCF—3
Understand and calculate the cost of equity and weighted average cost of capital for a firm and use it for valuation.	FCF—3
Discuss key issues related to corporate dividend policy	FCF—3
Define derivative securities, understand what options are and how their value depends on the changes in price of the underlying.	FCF—3
Describe the major steps in an acquisition, understand various motives behind M&As and possible anti-takeover techniques.	FCF—3



Fundamentals of Financial Accounting (FFA)

Module title	Fundamentals of Financial Accounting
Module abbreviation	FFA
ECTS (Module)	8
Semester(s)	1, 2
NQR-Level	6
Connection to program qualification objectives (QO)	2, 4, 11

Module Description:

These two beginner's level courses will enable students to understand and apply the basic concepts of financial accounting based on IFRS standards.

Students will learn to record business transactions applying double-entry bookkeeping and understand debit and credit balances based on the accounting equation. Emphasis is placed on the effects which economic events and business transactions have on the core financial statements and on owner's equity in particular.

Students will be able to assign correct values to selected assets, liabilities, equity, revenue and expenses, with the objective of always giving a true & fair view of the financial status and financial performance of a company.

Students will acquire the ability to understand the concept of a trial balance, to consider any adjusting entries at the end of an accounting period, and consequently to set up a balance sheet and an income statement (P&L). Moreover, they will understand the interrelationships between the core financial statements and be able to communicate with others about basic financial matters of a company.

Module objective	Learning outcomes of the module
	Students are able to...
FFA – 1	Understand and apply double-entry bookkeeping
FFA – 2	Apply the concept of accrual accounting
FFA – 3	Assign correct values to assets, liabilities, owner's equity, revenue and expenses
FFA – 4	Set up core financial statements, such as the balance sheet and the P&L statement
FFA – 5	Understand the effects of business transactions on financial statements

FFA – 6	Evaluate the financial performance and the financial status of a company by reading their financial statements
FFA – 7	Recall the basic presentation and disclosure requirements for financial statements according to IFRS

Financial Accounting I

Course title	Financial Accounting I
ECTS (Course)	4
Semester	1
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- The IFRS Conceptual Framework and Financial Statements
- Recording business transactions, double entry bookkeeping
- Adjusting entries for year-end-closing
- Presentation requirements for Financial Statements
- Accounts receivable: accounting for doubtful and uncollectible receivables
- Inventories in merchandizing operations
- Property, Plant and Equipment: costs to capitalize, depreciation, disposal of a non-current asset
- Completion of the Accounting Cycle

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
Translate simple business transactions into journal entries	FFA – 1, 5
Apply accrual accounting	FFA – 1, 2, 5
Set up a basic balance sheet and an income statement	FFA – 3, 4, 5, 6, 7

Account for receivables	FFA – 1, 3, 5, 7
Assign a value to inventory	FFA – 3, 5
Account for a purchase and a sale of inventory	FFA – 1, 3, 5, 7
Assign values to plant, property & equipment	FFA – 3, 5
Measure and record depreciation	FFA – 1, 3, 5, 7
Account for the purchase and the disposal of non-current assets	FFA – 1, 3, 5, 7

Financial Accounting II

Course title	Financial Accounting II
ECTS (Course)	4
Semester	2
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- Revenue recognition
- Intangible assets
- Financial instruments
- Introduction to consolidated financial statements
- Investments in joint ventures and associates
- Foreign currency transactions
- Liabilities: Bond amortization tables
- Leases
- Provisions, contingent assets & liabilities
- Income tax & introduction to deferred taxes
- Shareholders' equity



Learning outcomes of the course Students are able to ...	Connection to Module objectives
Account for revenues according to IFRS	FFA – 1, 2, 3, 5, 7
Account for intangible assets according to IFRS	FFA – 1, 3, 5, 7
Understand the reporting standards for different types of investments	FFA – 1, 3, 5, 7
Account for transactions in foreign currencies	FFA – 1, 2, 3, 5, 7
Account for bonds issued at a premium or at a discount	FFA – 1, 2, 3, 5, 7
Distinguish between different types of leases	FFA – 3, 6, 7
Differentiate between liabilities, provisions and contingent assets	FFA – 6, 7
Account for income tax	FFA – 1, 2, 3, 5, 7
Understand accounting entries' impact on equity	FFA – 5, 6

Fundamentals of Management Accounting (FMA)

Module title	Fundamentals of Management Accounting
Module abbreviation	FMA
ECTS (Module)	8
Semester(s)	3, 4
NQR-Level	6
Connection to program qualification objectives (QO)	1, 2, 3

Module Description:

This module provides students with an insight into the role of management accounting as a provider of information supporting the financial decision making-, planning- and controlling-process of an organization. Students will be encouraged to also incorporate non-financial considerations into their decision processes.

After this course students will be able to apply different cost classifications for different purposes. Through their cost analyses, students will be able to calculate selling prices, to assess whether a company can operate profitably, and which cumulative effects sales- and/or cost-changes will have on overall profit.



Additionally, students will learn to plan and project revenues and costs by drawing up various budgets and forecasts. They will be able to analyze and report differences between actual and budgeted performance, including an explanation for the causes of these deviations. In the end, students will develop an awareness of the comprehensive planning and controlling process of a company.

Module objective	Learning outcomes of the module
	Students are able to...
FMA – 1	Apply different cost classifications for different purposes
FMA – 2	Evaluate and manage profitability and liquidity
FMA – 3	Evaluate the impact of cost-, price- and/or volume-changes on profit
FMA – 4	Calculate selling prices based on cost analyses
FMA – 5	Understand and prepare various budgets
FMA – 6	Analyze and report differences between planned and actual performance

Management Accounting I

Course title	Management Accounting I
ECTS (Course)	4
Semester	3
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- The role of Management Accounting in contrast to Financial Accounting
- Different cost classifications
- Contribution
- Cost-volume-profit analysis and break-even analysis
- Pricing based on different cost analyses
- Full costing vs marginal costing

- Introduction to Budgeting

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
Classify costs applying different costing concepts	FMA – 1, 4
Calculate and understand contribution, and use it for informed decisions	FMA – 1, 2, 3
Perform a cost-volume-profit analysis including break-even analysis	FMA – 1, 2, 3
Analyze costs to calculate a selling price	FMA – 2, 4
Understand the difference between full costing and marginal costing	FMA – 1, 2
Distinguish between various budgets	FMA – 5

Management Accounting II

Course title	Management Accounting II
ECTS (Course)	2
Semester	4
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- The budgeting process
- Operating- and cash budgets
- Variance analysis
- Performance management and reporting
- Working capital management
- Profitability- & liquidity analysis



Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
Set up various budgets	FMA – 5
Prepare flexed budgets	FMA – 5
Calculate variances between actual and planned performance	FMA – 6
Give possible reasons for any deviations from planned performance	FMA – 6
Understand the components of working capital	FMA – 2
Plan and control profitability & liquidity	FMA – 2, 5

Fundamentals of Marketing & Sales (FMS)

Module title	Fundamentals of Marketing and Sales
Module abbreviation	FMS
ECTS (Module)	8
Semester(s)	1,2
NQR-Level	6
Connection to program qualification objectives (QO)	1, 4, 6

Module Description:

In this module students achieve a basic understanding of key theories and practices in marketing, and how they interact and support an integrated business model. Marketing concepts and their applications are put into context by analysing examples and company cases.

Students are introduced to strategic tools and frameworks relevant to marketing activities and encouraged to exercise critical thinking, logic, develop an analytical approach to finding business solutions. Furthermore, students are introduced to the elements of the Marketing mix and Marketing communications mix.

Furthermore, the module aims to establish an understanding of both scientific approaches of marketing research as well as processes in commercial market research. Planning of research studies, the choice of method, different possibilities of handling and interpreting data, as well as drawing conclusions and presenting them will be practiced and put into context by examples and cases. Additionally, it will introduce students to the method of experiments. At the same time the



class format is designed to strengthen communication skills as well as the ability to identify, analyse, prioritize and communicate a solution both individually and in teams.

Module objective	Learning outcomes of the module
	Students are able to...
FMS – 1	Describe the core & strategic Marketing process
FMS – 2	Develop a Marketing plan
FMS – 3	Apply theoretical know-how on segmentation, targeting & positioning to business case examples
FMS – 4	Identify elements of the Marketing Mix and apply them appropriately in different examples and case studies
FMS – 5	Describe different pricing strategies, distribution channels and product categories
FMS – 6	Understand the sales process and basic concepts in sales
FMS – 7	Understand the fundamentals of digital marketing and being able to give examples
FMS – 8	Conduct marketing research, understand the process and responsibilities
FMS – 9	Derive the appropriate research methods from existing research or marketing problem definitions
FMS – 10	Understand digital marketing tools with their key performance indicators and interpret basic web metrics
FMS – 11	Handle data accurately and calculate relevant statistics
FMS – 12	Choose the appropriate charts/graphs for data sources in order to make good management presentations
FMS – 13	Learn how to plan, prepare & execute focus groups in the science lab

Principles of Marketing and Sales I

Course title	Principles of Marketing and Sales I
ECTS (Course)	4
Semester	1
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- The core process of Marketing
- Strategic Marketing Management Process
- Content of a Marketing Plan
- Marketing Strategies
- Competitive Strategies
- The Marketing Environment
- Tools such as BCG and SWOT
- Segmentation, Targeting Positioning
- Consumer decision Making process
- Marketing Mix
- Product + Branding, Price, Place
- Promotion (IMC, Evaluation of Communication Effectiveness)
- Digital Marketing fundamentals
- B2B Market Environment
- Market Structure and Demand
- Decision Making Process + Buying Centre in an Organization
- Personal Selling and the Selling Process
- Tasks of a Sales Manager
- Designing a Sales Force, Managing a Sales Force



Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
to describe the core process of Marketing	FMS – 1
describe a strategic marketing management process.	FMS – 1
write a marketing plan.	FMS – 2
describe the elements of the marketing mix and their interconnection	FMS – 4
apply a segmentation, targeting positioning process.	FMS – 3
describe different pricing strategies, marketing channels and product categories.	FMS – 5
create a communication mix for different product categories.	FMS – 4
design a sales process for products.	FMS – 6
Understand digital marketing fundamentals	FMS – 7

Principles of Marketing and Sales II

Course title	Principles of Marketing and Sales II
ECTS (Course)	4
Semester	2
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- Define a marketing research problem
- Analyze secondary data to make marketing/sales decisions
- Design the appropriate research design for various marketing problems
- Use different qualitative and quantitative data collection methods (include different Measurement-, scaling and sampling methods)
- Practical exercise in the science laboratory
- Digital marketing mix in detail

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
understand the process of marketing research and responsibilities of involved parties	FMS – 8
choose and apply the best method for different research question in scientific and commercial marketing research.	FMS – 9
give an overview of possibilities in digital marketing and online campaigns and interpret basic web metrics.	FMS – 10
handle data accurately and calculate descriptive statistics and marketing metrics using MS Excel.	FMS – 11
interpret results accordingly and draw conclusions.	FMS – 11
present conclusions in appropriate ways using charts, graphs, etc.	FMS – 12
understand digital Marketing tools in detail	FMS – 10
execute a focus group in the science laboratory	FMS – 13

International Accounting & Finance (IAF)

Module title	International Accounting & Finance
Module abbreviation	IAF
ECTS (Module)	26
Semester(s)	4,5
NQR-Level	6
Connection to program qualification objectives (QO)	1, 2, 3, 5, 7, 8, 11

Module Description:

The International Accounting & Finance module provides students with in-depth knowledge and skills in financial analysis, investment management, and international finance. This module covers essential topics such as financial statement analysis, capital markets, derivatives, multinational finance, and taxation in both Austrian and international contexts. The module focuses on practical applications of financial theories, preparing students to make informed decisions in complex financial environments. It also equips them to manage risks and understand national and international regulatory frameworks.



Module objective	Learning outcomes of the module
	Students are able to...
IAF – 1	Analyze financial statements and performance using key accounting principles, ratio analysis, and financial reporting standards in both national and international contexts.
IAF – 2	Evaluate and apply financial instruments and strategies, including investments, derivatives, and risk management, to optimize financial performance and manage risks.
IAF – 3	Understand and apply international financial and taxation principles to assess the financial implications for multinational corporations and global investments.
IAF – 4	Understand regulatory frameworks and the role of financial institutions, central banks, and taxation systems in both national and international financial environments.

Analysis of Financial Statements and Financial Reporting

Course title	Analysis of Financial Statements and Financial Reporting
ECTS (Course)	4
Semester	4
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- Horizontal and vertical analysis of financial statements
- Ratio analysis related to profitability, liquidity and leverage
- Statement of Cash Flows
- Special issues of financial reporting
- Fraud schemes and the Fraud Triangle
- Data analytics software for identifying financial statement risks and fraud



Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
Calculate and interpret financial ratios to evaluate a company's financial performance and financial status in terms of profitability, liquidity and leverage	IAF-1
Critically evaluate non-financial information provided with financial statements	IAF-1
Differentiate between the three main components of the cash flow statement and interpret the numbers accordingly	IAF-1
Identify fraud risks and potential occurrences of fraudulent financial reporting using data analytics software	IAF-1, IAF-4

Banking, Credit and Money Markets

Course title	Banking, Credit and Money Markets
ECTS (Course)	4
Semester	4
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- 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

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
Understand the main elements of the financial system and the interactions of market participants	IAF-4



Explain the functions of money and interest rates	IAF-2, IAF-4
Discuss theories of term structure of interest rates	IAF-2, IAF-4
Understand the tasks and challenges of central banks and the current environment of and trends in commercial and investment banking	IAF-4
Discuss the main goals and tools of monetary policy	IAF-4

Capital Markets and Investment

Course title	Capital Markets and Investment
ECTS (Course)	4
Semester	4
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- Fundamentals of capital markets and investing
- Risk and return calculations, portfolio theory, portfolio construction and management
- The equity market, stock valuation
- Efficient market hypothesis
- Fundamental vs technical analysis
- Debt markets, risks, management of a bond portfolio
- Alternative investments

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
Understand the mechanics of capital markets and characteristics of various investment instruments	IAF-2
Understand and be able to apply portfolio theory to construct investment portfolios	IAF-2



Analyze an investment using the basic principles of fundamental and technical analysis.	IAF-2
Compare various alternative investment opportunities	IAF-2

Derivative Securities and Structured Finance

Course title	Derivative Securities and Structured Finance
ECTS (Course)	4
Semester	5
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- Futures and forwards – markets, hedging strategies and pricing
- Swaps
- Option markets, trading strategies involving options, option valuation
- Credit derivatives
- Securitization and structured products

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
Understand and explain the uses and functions of derivative products	IAF-2
Explain how various derivative securities are used in the risk management process.	IAF-2, IAF-3
Value derivative securities	IAF-2
Understand and explain the principles of structured products and securitization	IAF-2, IAF-4

Multinational Finance and Risk Management

Course title	Multinational Finance and Risk Management
ECTS (Course)	4
Semester	5
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- 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.

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
Understand the unique aspects of financial management in an international context	IAF-3, IAF-4
Understand the main theories of exchange rate determination and apply them to forecasting	IAF-3
Evaluate financial and other additional risks confronting a multinational corporation and understand how derivative securities can be used to mitigate those risks.	IAF-2, IAF-3
Understand the process and techniques used to make international financing and investment decisions.	IAF-3

Special Issues in Financial Reporting and Taxation

Course title	Special Issues in Financial Reporting and Taxation
ECTS (Course)	6
Semester	5
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- Structure of the Austrian business code and its relevance for accounting
- Recognition and valuation of assets and liabilities
- Classification- and presentation requirements of the balance sheet and the income statement
- Austrian taxation rules and principles
- Income tax
- Corporate income tax
- Withholding tax
- Double tax treaties
- Taxation issues for entities operating in an international environment
- Value added tax within Europe and third countries
- Any recent national and/or international tax issues

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
Demonstrate a general understanding of key elements and the structure of the Austrian legal framework for accounting, the “ <i>Unternehmensgesetzbuch</i> ” (UGB)	IAF-1, IAF-4
Apply the presentation requirements of the balance sheet and income statement under Austrian accounting rules	IAF-1, IAF-4
Understand the recognition and measurement rules for assets and liabilities according to Austrian accounting rules	IAF-1, IAF-4

Develop awareness of national taxation as a basis for applying international taxation rules	IAF-3, IAF-4
Calculate individual and corporate income tax	IAF-3
Calculate withholding tax and understand its application	IAF-3, IAF-4
Understand the impact of double tax treaties on the tax burden for individuals and corporations	IAF-3, IAF-4
Understand VAT rules within the European Union and third countries	IAF-3, IAF-4
Calculate tax liabilities for entities operating in an international environment	IAF-3, IAF-4

International Management & Leadership (IML)

Module title	International Management & Leadership
Module abbreviation	IML
ECTS (Module)	26
Semester(s)	4,5
NQR-Level	6
Connection to program qualification objectives (QO)	1, 5, 6, 9, 11

Module Description:

The model of International Management & Leadership (IML) builds heavily on the acquired knowledge from Module FBM – Fundamentals of Business and Management. Basic knowledge on management and leadership theories, as well as business and economic concepts is expected.

The IML module educates, deepens, trains and raises students' awareness concerning in-depth management and leadership theories, topics and issues. Knowledge about human behavior including motivation, group psychology including learning, as well as international communication challenges including negotiation and conflict resolution is heightened. Decision making via solution-oriented processes is trained. Students' awareness is further heightened towards sustainability in management and leadership including moral and ethical decision making with a special focus on human resources. Through lectures, group work, real-live project work and specially invited guest speakers, students are exposed to a variety of challenges that management and leadership face daily. The combination of theoretical input, combined with continuous practical application under guidance, provides students with extensive knowledge and intelligence concerning international management and leadership procedures. This IML module emphasizes the transfer of theoretical knowledge into practical application including all knowledge gained from other disciplines such as legal frameworks in the international business environment.



Module objective	Learning outcomes of the module
	Students are able to...
IML – 1	Explain and apply management theories and explore suggested solutions for management issues
IML – 2	Understand major and universal human behavior relevant in business settings
IML – 3	Explore, understand and mitigate situations of challenge or conflict
IML - 4	Understand and develop an awareness of potential rating biases/errors in decision making
IML - 5	Engage in creative and logical decision-making, drawing from a good foundation of theoretical knowledge
IML - 6	Evaluate human related business challenges including ethical and legal considerations
IML – 7	Understand the importance of corporate governance and ethics in international business and apply these to corporate management situations
IML - 8	Understand fundamental principles and legal issues of company law and know key provisions of European and international regulations on company law, particularly M&A law
IML – 9	Understand the importance of compliance in an international business environment and identify and evaluate legal risks in international business activities and relationships, proposing suitable measures to minimize risks
IML – 10	Apply new theoretical knowledge to practical cases to solve legal problems in real business scenarios
IML - 11	Analyze legal issues in a structured manner and developing solutions
IML - 12	Apply knowledge to a consulting assignment and work in international teams under time constraints and with minimal guidance

Organizational Behavior I

Course title	Organizational Behavior I
ECTS (Course)	4
Semester	4
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- Review of organizational structure
- Individuals versus groups versus teams
- Understanding of attitudes and their impact on organizations
- Understanding of emotions and moods and their impact on organizations
- Personality and differences
- Perception and decision making
- Stress and health in organizations

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
Identify elements of organizational structure	IML 1
Identify and contrast characteristics of organizational structure	IML 1
Distinguish between different types of groups and teams	IML 1
Explain influencing factors of group development and cohesion	IML 2, 3, 12
Identify and explain characteristics of effective teams	IML 1, 3, 12
Describe personality and apply a person-job fit model	IML 1, 2, 3
Explain factors that influence perception	IML 2, 4
Explain the link between perception and decision making	IML 1, 2, 3, 4

Understand and explain biases and attribution theory	IML 1, 2, 3, 5
Understand the importance of mental health in the workplace	IML 1, 2, 3
Understand the importance of stress and its impact on behavior in the workplace	IML 1, 2, 3, 6

Organizational Behavior II

Course title	Organizational Behavior II
ECTS (Course)	4
Semester	4
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- Organizational behavior in-depth
- Organizational culture
- Organizational culture analysis project
- Diversity, equity and inclusion
- Motivation: concepts and application
- Communication
- Conflict and negotiation

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
Define and understand organizational behavior	IML 1,2
Describe common characteristics of organizational culture	IML 2, 6
Identify factors that create and sustain organizational culture	IML 1, 2, 6
Demonstrate how workplace prejudice and discrimination undermine organizational effectiveness	IML 1, 2, 6



Describe elements of motivation	IML 1
Compare and contrast classic, content, context and process-based theories of motivation	IML 1, 4, 6
Describe how temporary theories of motivation complement one another	IML 1, 6
Describe intrinsic and extrinsic pay programs and rewards in connection with employee motivation	IML 1
Evaluate and choose appropriate communication methods	IML 1, 2, 4, 5
Understand, explain and apply a communication model	IML 1, 6
Describe three types and loci of conflict	IML 1, 3, 12
Outline the conflict process and apply the five steps of the negotiation process	IML 1, 3, 4, 6
Describe and assess individual differences and cultural factors influencing negotiation	IML 1, 6

Human Resource Management

Course title	Human Resource Management
ECTS (Course)	4
Semester	4
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- Introduction to human strategy and performance
- Analysis, planning and strategy
- Recruitment, placement and talent management
- HR in small and entrepreneurial firms
- Global HR management
- Current HR management Issues and challenges



Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
explain and define human resource management HRM and how it connects to the management process	ILM 1
list and discuss areas of HR knowledge required by management	ILM 1
explain approaches of avoiding accusations concerning harassment and discriminatory practices at work	ILM 2, 3, 4, 5, 6
draft an HR policy for an organization	IML 1, 2, 6, 7, 8
describe the basic strategic planning process	IML 1
understand and use several HR metrics	IML 1, 2
define and understand talent management and the process of job analysis	IML 1, 4
understand the difference and importance of correctly designed job descriptions and job specifications	IML 1
illustrate how intercountry differences affect HRM	IML 1, 2, 3, 4, 12
discuss current HRM issues and challenges	IML 1, 2, 3, 4
list ways of how entrepreneurs and small firms can improve HR processes	IML 1, 2, 10
explain and contrast the difference of HRM between large and small firms	IML 1, 10

Legal Aspects in International Management & Leadership

Course title	Legal Aspects in International Management & Leadership
ECTS (Course)	4
Semester	5
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- Company law with a focus on its international aspects

- Mergers & acquisitions law
- Corporate governance and ethics
- Compliance
- Case studies

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
understand the basic principles and regulatory issues of company law, including the formation, management and liquidation of companies. In addition, students are able to compare the differences between selected corporate forms (e.g. limited liability company, stock corporation) on a national and international level and evaluate their advantages and disadvantages.	IML 8, 9
understand the key provisions of European and international company law and can classify their significance for companies operating across borders.	IML 8, 10, 11
understand the relevant legal provisions and challenges in connection with cross-border mergers and acquisitions	IML 8
understand the importance of corporate governance and ethics in international business relationships and can explain and apply them.	IML 7, 9, 10
understand the importance of compliance in the international business environment, especially regarding international anti-corruption and anti-money laundering laws	IML 7, 9, 10
identify compliance-related risks in international business activities and relationships and propose suitable measures to minimize risks.	IML 10, 11
analyze and interpret legal texts in a selected area of law and evaluate their relevance for specific business decisions. formulate legal arguments and defend legal positions.	IML 10, 11

Consultancy Issues in Management & Leadership

Course title	Consultancy Issues in Management & Leadership
ECTS (Course)	4
Semester	5
Course type	ILV

Examination modality	Continuous assessment
Language	English

Course contents:

- Historic development of the consulting industry
- Analysis of global micro and macro developments offering consulting opportunities
- Consulting project field trip
- International team work on consulting project
- Presentation of consulting project

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
understand and explain the historic development of the consulting industry	IML 1
explain and apply knowledge about external factors of all magnitude effecting the consulting industry	IML 1, 12
apply all knowledge gained during the last years of study to work on a real-life consulting project in an international team	IML 2, 3, 10, 12
work under time constraints with limited guidance in an international team	IML 2, 5, 6, 12
present results of a consulting analysis including suggested course of action in a professional manner to several stakeholders	IML 5, 6

Leadership and People Development

Course title	Leadership and People Development
ECTS (Course)	6
Semester	5
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:



- Early and contemporary leadership theories
- Aspects of leadership and power relations in management and leadership
- Learning Theories
- ADDIE learning development model
- Training model design
- People guidance through model design

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
discuss and explain historic and contemporary leadership theories	IML 1
list and explain sources of power and their connection with leadership	IML 1, 2
discuss the dependence and influence between leaders and followers	IML 1, 2, 3
understand their own preferred leadership style	IML 1
analyze business situations according to their momentary leadership style and apply the knowledge to current news topics	IML 1, 6, 12
list and understand aspects of different learning theories and their most beneficial use	IML 1,2
understand each step of the ADDIE training model in-depth	IML 1, 2, 4
apply the model to a newly conceived training design	IML 1, 2 4, 6
work in an international team under time constraints	IML 3, 5, 6, 12
present the designed training sequence in class and guide the class through the sequence	IML 5
understand and apply different ways of evaluation in different work-related setting	IML 1, 2, 5,



International Marketing & Sales (IMS)

Module title	International Marketing & Sales
Module abbreviation	IMS
ECTS (Module)	26
Semester(s)	4,5
NQR-Level	6
Connection to program qualification objectives (QO)	1, 4, 5, 6, 11

Module Description:

This module builds upon the module “Fundamentals of Marketing & Sales”. It will cover strategic topics in courses such as “Consumer Behavior” and “Marketing Strategy and Planning”, but also operational contents, such as “Applied selling”, “Sales Force Management” & “Strategic Brand Management”. These courses integrate either roleplays or real company cases, to simulate real-life business situations that students apply in a group setting. Lastly, the module will cover creative content as well as analytic oriented input in the course “Marketing & Sales Controlling”, where students learn how to deal with budgets, forecasts & key performance indicators.

Module objective	Learning outcomes of the module
	Students are able to...
IMS – 1	Identify relevant roles of the B2B customer for purchasing decisions within companies
IMS – 2	Understand the sales process in various customer settings and the customer decision process
IMS – 3	Use sales techniques to uncover needs, negotiate and close deals with customers
IMS – 4	Present themselves or a product in an initial client meeting or sales call
IMS – 5	Undertake cold calls via telephone or in an online setting
IMS – 6	Explain how customers, groups or organizations select, buy, use, and dispose ideas, goods, and services to satisfy their needs and wants.
IMS – 7	Understand actions of the consumers in the marketplace and the underlying motives for those actions
IMS – 8	Define consumer attitudes and their dynamics



IMS – 9	Analyze scientific articles on consumer behavior
IMS – 10	Understand a company's ecosystem and corporate strategy
IMS – 11	Understand how a marketing strategy is derived from a corporate strategy
IMS – 12	Develop a marketing strategy with suiting key performance indicators (with focus on a digital marketing strategy)
IMS – 13	describe the possible instruments for digital marketing strategies
IMS – 14	Understand the theory of marketing and sales controlling and apply it in practical examples
IMS – 15	Choose the right key performance indicators and tools for measuring Marketing & Sales performance
IMS – 16	Understand the process of planning, forecasting and budgeting in Marketing & Sales activities and being able to evaluate and develop these further
IMS – 17	Understand sales strategies and context in real-life business cases
IMS – 18	Apply theoretical sales force management strategies to practical cases
IMS – 19	Analyze sales force settings, recommend sales strategies and defend them in a presentation
IMS – 20	Define a brand equity concept with relevant brand-positioning elements
IMS – 21	Translate brand positioning elements in a differentiating and consistent advertising strategy and derive suiting operative integrated marketing communication instruments.
IMS – 22	Develop a targeting process for integrated campaigns and be able to explain methods for planning, developing and evaluating marketing activities

Applied Selling

Course title	Applied Selling
ECTS (Course)	4
Semester	4
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

The course covers the following topics:

- buying center analysis of a potential client
- purchasing motives of various buying center members
- conduct an acquisition telephone call with your potential client in which your goal is to set an initial meeting
- presenting your product and/or service to a potential client in a first meeting
- various sales-oriented communication techniques.
- reinforce what has been learned in lectures, exercises, and role plays
- develop a sales skill catalogue based on what students learned in lectures

Learning outcomes of the course Students are able to ...	Connection to Module objectives
describe the customer buying center and explain the various roles within the buying center	IMS – 1
explain and contrast the sales process and the customer decision making process	IMS – 2
successfully conduct an acquisition telephone call with a potential client	IMS – 3, IMS – 4
briefly present a product and/or service to a client in an initial sales call	IMS – 3, IMS – 4
techniques to uncover needs in customer meeting	IMS – 3, IMS – 4
successfully conclude a sales call and use techniques to arrange a follow up meeting	IMS – 5

Consumer Behavior

Course title	Consumer Behavior
ECTS (Course)	4
Semester	4
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

The course covers the following topics:

- Customer behavior
- Segmentation, targeting, positioning, consumer decision making
- Consumer research
- Consumer motivation and personality
- Consumer perception
- Consumer learning
- Consumer attitude formation and change
- Consumer persuasion
- Media & Reference groups, opinion leaders, word-of-mouth
- Consumer decisions making
- Ethics and Social responsibility
- Current research in consumer behaviour

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
Explain key concepts in consumer behaviour/ consumer research such as customer value, retention, market segmentation	IMS – 6, IMS – 7



Explain key concepts in consumers' motivation such as needs or goals and connect those with consumer personalities	IMS – 6, IMS – 7
Describe consumer perceptions and position marketing strategies (including communication concepts) around these perceptions	IMS – 6, IMS – 7
Define consumer attitudes and their dynamics	IMS – 8
Develop coherent analyses of scientific articles concerning consumer behaviour	IMS – 9

Marketing Strategy & Planning

Course title	Marketing Strategy & Planning
ECTS (Course)	4
Semester	4
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

The course covers the following topics:

- analyzing the environment of an organization by using key marketing and business models
- understanding of how this analysis outcomes impact the marketing plan
- developing a marketing strategy with an emphasis on digital marketing
- integration of the marketing strategy into the wider corporate strategy
- using the OKR model to derive marketing goals from strategic company goals

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
analyze a company's ecosystem and what impact it has on the marketing strategy (Business Example/Case Study)	IMS – 10, IMS – 11
understand how the marketing strategy is derived from the overall corporate strategy	IMS – 10, IMS – 11

design a marketing plan that best fulfills the strategy	IMS – 12
measure success of your marketing plan	IMS – 12
design a digital Marketing Strategy	IMS – 12
choose the appropriate digital marketing communication instruments	IMS – 13

Marketing/Sales Controlling

Course title	Marketing/Sales Controlling
ECTS (Course)	4
Semester	5
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

The course covers the following topics:

- Budgeting and forecasting
- Marketing planning
- Promotion, advertising, and digital metrics
- Share of hearts, minds and markets
- Sales and marketing controlling – case study
- Sales and marketing controlling case study presentation
- Intro to sales and marketing controlling
- Intro to KPIs and reporting

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
define and explain the purpose of marketing and sales controlling	IMS – 14
apply theoretical and practical concepts learnt in class into real-life examples connected to the assessment of sales and marketing performance	IMS – 14
choose tools and KPIs to measure performance	IMS – 15
explain in-depth the planning, forecasting and budgeting process for both sales and marketing	IMS – 16
apply the appropriate theories and tools to plan, develop, and evaluate marketing and sales activities	IMS – 15, IMS – 15

Sales Force Management

Course title	Sales Force Management
ECTS (Course)	4
Semester	5
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

The course covers the following topics:

- The role of sales in the corporate world
- The sales planning process & the salesperson
- Case Study
- Marketing & Sales Automation
- Sales force organization, compensation and evaluation/Sales Force Trends
- Case study presentations and discussion & case study report



Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
Explain the sales context of real-life business cases	IMS – 17
Apply theoretical concepts to practical cases	IMS – 18
Recommend sales strategies	IMS – 18, IMS – 19
Defend recommendations during presentations	IMS – 19

Strategic Brand Management

Course title	Strategic Brand Management
ECTS (Course)	6
Semester	5
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

The course covers the following topics:

- Introduction to brand management
- Brand positioning, brand image
- Building brand equity
- Brand elements and leveraging secondary associations
- Brand architecture
- Growing and sustaining brands long-term
- Introduction to IMC and integrated brand communication
- Segmenting and targeting the audience
- Strategic planning
- Media planning and buying
- Communication mix

- Evaluation of advertising effectiveness

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
define the brand equity concept	IMS – 20
translate brand-positioning elements into a relevant, differentiating, and consistent advertising strategy	IMS – 20
apply integrated marketing communication as a substantial part of successful brand building	IMS – 21
differentiate between various communication instruments.	IMS – 21
plan and prepare a targeting process for an integrated marketing communication process	IMS – 22
explain major factors of media planning and appropriate methods to plan, develop, and evaluate marketing activities	IMS – 22

Internship (INTS)

Module title	Internship
Module abbreviation	INTS
ECTS (Module)	22
Semester(s)	6
NQR-Level	6
Connection to program qualification objectives (QO)	5, 9, 11

Module Description:

Students will complete an internship (work placement), ideally in the area of their specialization, within an international environment for the time period specified in the Internship Training Agreement. After the conclusion of the internship, appropriate documentation will be completed.



Module objective	Learning outcomes of the module
	Students are able to...
INTS - 1	Apply knowledge learned during the bachelor program in a real company environment
INTS - 2	Self-manage time, tasks, and completion of the Bachelor paper
INTS - 3	Network with colleagues/future employers

Internship

Course title	Internship
ECTS (Course)	22
Semester	6
Course type	BP
Examination modality	Final
Language	English

Course contents:

- Gaining industry knowledge – standards, practices and trends relevant to the field
- Gaining technical proficiency – development and implementation of specific technical skills – e.g. software tools – pertinent to the role
- Project management – planning, implementing, and evaluating projects, managing time and resources effectively

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
Gain general business knowledge in the area of the internship	INTS - 1
Develop personal skills and self management competencies based on the internship experience and feedback	INTS - 2
Foster networking for future cooperations/career moves	INTS - 3

Internship Seminar

Course title	Internship Seminar
ECTS (Course)	1
Semester	6
Course type	SE
Examination modality	Continuous assessment
Language	English

Course contents:

- Choosing an employer
- Liaising with internship companies
- Assessment after the completed internship

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
Gain general business knowledge in the area of the internship	INTS - 1
Develop personal skills and self-management competencies	INTS - 2
Foster networking for future cooperations/career moves	INTS - 3
Actively request feedback from employers and integrate feedback into their personal/professional development.	INTS- 1



Law for International Businesses (LIB)

Module title	Law for International Business
Module abbreviation	LIB
ECTS (Module)	8
Semester(s)	2,3
NQR-Level	6
Connection to program qualification objectives (QO)	5, 11

Module Description:

This module introduces students to the legal frameworks and principles that govern international business activities. It covers both national and international legal systems, with a special emphasis on the European Union and international trade law. Students will develop a comprehensive understanding of the various types of legal systems, contracts, and international trade regulations that impact global business operations. By combining theoretical knowledge with practical case studies, the module equips students with the skills to identify legal risks, analyze contracts, and address legal issues in a structured and solution-oriented manner. Through continuous assessment, students will enhance their ability to critically evaluate legal texts and argue their case effectively in business scenarios.

Module objective	Learning outcomes of the module
	Students are able to...
LIB – 1	understand the legal bases as well as the key principles of selected national and international legal systems as well as the legal system of the European Union. Students are also able to explain the differences and similarities between selected legal systems.
LIB – 2	understand the basic principles and legal issues of contract law. Based on this, Students will be able to critically analyze contracts and identify legal risks and problem areas.
LIB – 3	explain the main international legal frameworks including international trade laws and regulations and their relevance to international business activities.
LIB – 4	apply the theoretical knowledge they have acquired to practical cases to solve legal problems in real business scenarios.



LIB-5	Students are able to analyze legal issues in a structured manner, develop solutions and present them in a coherent and convincing way.
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Legal Systems and Principles

Course title	Legal Systems and Principles
ECTS (Course)	4
Semester	2
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- Basic principles of selected national legal systems and the legal system of the European Union
- Legal basics
- Legal argumentation; analysis and interpretation of legal texts

Learning outcomes of the course	Connection to Module objectives
Students are able to ... explain the key principles of selected national legal systems, in particular the Austrian legal system, and the legal system of the European Union. Students are also able to explain the differences and similarities between different legal systems.	LIB – 1
explain the basic principles of law and, in particular, distinguish between public law and private law, as well as describe the various types and sources of law and their hierarchy.	LIB – 1
to analyze and interpret legal texts in a selected area of law and evaluate their relevance for specific business decisions. In addition, students are able to formulate legal arguments and defend legal positions.	LIB – 4



International Contract and Trade Law

Course title	International Contract and Trade Law
ECTS (Course)	4
Semester	3
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- Contract law with a focus on its international aspects
- International trade law
- Case studies

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
understand the basic principles and legal issues of contract law and can explain these with regard to national and international contracts.	LIB – 2
explain the structure and relevant components of international contracts (e.g. description of main performance obligations and contractual ancillary obligations, regulations on liability issues, choice of applicable substantive law, determination of (international) jurisdiction). In addition, students are able to critically analyze contracts and identify potential legal risks and problem areas.	LIB – 2
explain the main provisions of the UN Convention on Contracts for the International Sale of Goods (or a comparable or subsequent legal framework). In addition, students can assess whether the UN Convention on Contracts for the International Sale of Goods (or a comparable or subsequent legal framework) applies to a specific contract and evaluate the resulting legal advantages and disadvantages.	LIB – 2
understand the basic principles of the EU internal market and its four fundamental freedoms (movement of goods, persons, services and capital) and can assess their significance and challenges for international companies.	LIB – 3

Students are also able to explain the most important international trade laws and regulations, including the provisions of the World Trade Organization (WTO) and the basic principles on international arbitration. In addition, students are able to explain the basic principles and regulatory issues of international free trade and investment protection agreements.	
apply the theoretical knowledge they have acquired to practical cases in order to solve legal problems in real business scenarios. Students are able to analyze legal issues in a structured manner, develop solutions and present them in a coherent and convincing manner.	LIB – 4

Mathematics and Statistics for Business and Economics (MSBE)

Module title	Mathematics and Statistics for Business and Economics
Module abbreviation	MSBE
ECTS (Module)	8
Semester(s)	1,4
NQR-Level	6
Connection to program qualification objectives (QO)	2, 8

Module Description:

The students are introduced to different mathematical and statistical concepts, firstly by connecting topics previously learnt at school and then by expanding their knowledge on concepts and applications that are used in the Business and Economics field. The Mathematics Course handles financial mathematics and calculus in economic applications. The Statistics Course deals with descriptive and inferential statistics. In both of these courses students use MS-Excel.

In this module the students are encouraged to work in groups. This results in better communication between the team and the lecturers. Peer learning is highly recommended and promoted, while the students are attending the class but also when they are studying at home. Self-study plays an important role in this module. The structure of the curriculum encourages the students to manage their time efficiently and devote time to learning when they are also outside of the class. Through the engagement with this module the problem-solving skills of the students are improved and consolidated. The digital learning is a principal part of both courses.



Module objective	Learning outcomes of the module
	Students are able to...
MSBE - 1	enhance their problem-solving skills in the field.
MSBE - 2	think critically and reflect.
MSBE - 3	interpret graphs and tables.
MSBE - 4	boost their digital competencies.
MSBE - 5	translate and use the mathematical context into applications of the field.
MSBE - 6	use/manage/interpret data.

Mathematics for Business and Economics

Course title	Mathematics for Business and Economics
ECTS (Course)	4
Semester	1
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- Concepts and introduction of functions and their applications in the field of finance and economics.
- Financial mathematics (interests, annuities, loans)
- Calculus in economic applications (e.g. marginal functions, optimization, progressive and degressive behavior, elasticity).

Learning outcomes of the course	Connection to Module objectives
Students...	
understand elementary techniques which are used in the fields of economics, business and finance.	MSBE 1,2,3,4,5



are familiar with the use of mathematical tools for problem-solving in a variety of application contexts.	MSBE 1,2,3,4,5
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Statistics for Business and Economics

Course title	Statistics for Business and Economics
ECTS (Course)	4
Semester	4
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- Descriptive statistics, combinatorics, tables and graphs, pivot tables,
- Possible pitfalls in statistics
- Linear regression models
- Inferential statistics, basic probability, continuous and discrete probability distributions, binomial test, [Formel]-test for frequencies
- Using software for testing hypotheses.

Learning outcomes of the course	Connection to Module objectives
Students...	
are familiar with data sources and means of data collection.	MSBE 1,2,3,4,5,6
can perform a descriptive data analysis (in Excel) and draft a data report including the presentation of data in tables and charts.	MSBE 1,2,3,4,5,6
are acquainted with several data visualization applications and techniques	MSBE 1,2,3,4,5,6
have a basic understanding of inferential statistics and the relationship between probability theory, distribution and statistical testing.	MSBE 1,2,3,4,5,6
understand a broad range of scientific literature based on quantitative research.	MSBE 2,3,5

Sustainable Development & CSR (SDCSR)

Module title	Sustainable Development & CSR
Module abbreviation	SDCSR
ECTS (Module)	8
Semester(s)	3, 3
NQR-Level	6
Connection to program qualification objectives (QO)	1, 6, 11

Module Description:

This module prepares students for current and future challenges related to sustainable development and sustainable economic/corporate development. Students will gain knowledge and understanding about current and future challenges, requirements, strategies and potential solutions/contributions to further sustainable development. For this purpose, this module is based on concepts of sustainable development, corporate social responsibility and ethics.

Module objective	Learning outcomes of the module
	Students are able to...
SDCSR - 1	Describe and discuss aspects of sustainable development and challenges of sustainable development and corporate social responsibility.
SDCSR - 2	Recall and apply concepts of sustainability and sustainability management on businesses and/or international case studies.
SDCSR - 3	Evaluate and analyze businesses and/or international case studies in order to deduce concrete management measures, recommendations, communication strategies that promote sustainable and ethical practices in business.
SDCSR - 4	Understand (international) governance structures for global sustainable development and ethical businesses development.



SDCSR - 5	Identify trends and future perspectives and develop / evaluate possible consequences for economic development and business cases.
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Sustainable Development & Strategic Management

Course title	Sustainable Development & Strategic Management
ECTS (Course)	4
Semester	3
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- Fundamental principles of sustainable development and its historical development (i.e., earth's boundaries, sustainable development goals)
- Global perspectives and related challenges for sustainable development: international areas of conflict, challenges to reduce climate warming, hypothetical decision-making to find climate solutions (i.e., En-roads climate solutions simulator).
- Apply concepts of sustainable development to a company/business perspective
- Strategic management and sustainability in strategic management: role of sustainability in business success, corporate sustainability strategies and potential tools
- Digitalization and artificial intelligence from a strategic perspective



Learning outcomes of the course Students are able to ...	Connection to Module objectives
describe and discuss concepts and principles of sustainable development.	SDCSR - 1
describe and critically reflect on international/global challenges for ethical business and sustainable development.	SDCSR - 2 & SDCSR - 4
apply concepts of sustainable development to an international case study / industries and deduce recommendations and/or strategic solutions.	SDCSR - 2 & SDCSR - 3
describe and apply suitable tools of sustainable strategic management.	SDCSR - 2 & SDCSR - 3
formulate strategies and potential solutions for long-term sustainability goals and competitive advantage.	SDCSR - 2 & SDCSR - 5
analyze global trends and their implications on business strategies and sustainability.	SDCSR - 4 & SDCSR - 5

Corporate Responsibility & Business Ethics

Course title	Corporate Responsibility & Business Ethics
ECTS (Course)	4
Semester	3
Course type	ILV
Examination modality	Continuous assessment
Language	English

Course contents:

- Corporate social responsibility (CSR) and its evolution
- Concepts and challenges of ethics and responsibility from a business perspective

- Ethics in business decision-making & communication
- Global stakeholder responsibilities
- Sustainability and (corporate) governance
- Environment, social and governance (ESG) criteria as a leading framework
- Role of governance in sustainable business practices
- International and EU regulations to drive sustainable development (reporting directive, etc.)
- Stakeholder management and value chain management
- Change processes in companies
- Governance and accountability (for resilience) - transparency, governance and accountability, controls, auditing and risk management, international markets

Learning outcomes of the course Students are able to ...	Connection to Module objectives
explain the fundamental principles of corporate responsibilities and how they influence organizational decision-making.	SDCSR - 1 & SDCSR - 2
critically analyze the role of ethics in business and apply it to real-world corporate scenarios.	SDCSR - 2 & SDCSR - 3
critically discuss (international) governance structures and their role in ensuring accountability, transparency, and ethical practices.	SDCSR - 4
identify and describe factors which can drive corporate change processes towards more responsible and sustainable business decisions.	SDCSR - 3 & SDCSR - 5
develop insights into the causes and consequences of corporate governance decisions and failures (on a case study basis).	SDCSR - 3 & SDCSR - 4
explain approaches to stakeholder and value chain management and transfer them on to a business context	SDCSR - 2 & SDCSR - 3



Social and Professional Skills (SPS)

Module title	Social and Professional Skills
Module abbreviation	SPS
ECTS (Module)	9
Semester(s)	1,2,3
NQR-Level	6
Connection to program qualification objectives (QO)	5, 9, 10, 11

Module Description:

In this course module, students will be assessing their personal and social competencies together with a plan for developing requisite competencies for the chosen professional specialization in general and for business consultancy in particular. It is the aim of the Social and Professional Skills module to first help students integrate smoothly in the international student body. Then, starting with personal self- and time management skills, they will further develop their professional presentation skills for addressing specific target groups. After that, the human aspect of international business consultancy will be addressed by expanding the students' cross-cultural emotional intelligence as well as social-communicative skills to work constructively within international teams. The students will also learn how to create effective application portfolios and succeed in different application scenarios to land internships or regular jobs in their chosen field of specialization. Furthermore, students will learn how to negotiate in an ethical and successful way within an international business context.

Module objective	Learning outcomes of the module
	Students are able to...
SPS – 1	integrate and cooperate well in intercultural work teams
SPS – 2	plan their personal resources successfully
SPS – 3	create and deliver professional presentations to specific target groups
SPS – 4	reflect on the cross-cultural context of business and adapt their behavior accordingly
SPS – 5	prevent disruptions in interpersonal communication
SPS – 6	reflect on and manage group processes
SPS – 7	create an effective job application portfolio
SPS – 8	prepare for and successfully handle different job application scenarios



SPS – 9	prepare for different negotiation scenarios and use suitable strategies to negotiate successfully
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Social and Professional Skills I

Course title	Social and Professional Skills I
ECTS (Course)	3
Semester	1
Course type	WS
Examination modality	Continuous assessment
Language	English

Course contents:

Personal Skills Assessment

- Formation of new intercultural work teams
- Reflection on personal and team skills, group and feedback processes
- Personal resources, time and priority management assessment
- Personal assessment: self-evaluation including personal communication styles, motivations, values and needs

Professional Presentations

- Information structures: informative and persuasive presentations, argumentation structure
- Visualization of information: principles, practices, state-of-the-art tools
- Target group analysis
- Professional presentation conduct (e.g. Q&A Sessions, body language)
- Stage fright



Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
find their place in new intercultural work teams easier	SPS – 1
give and receive feedback in a professional manner	SPS – 1
reflect on their self- and time-management skills	SPS – 2
prioritize and allocate their resources successfully	SPS – 2
structure and deliver informative and persuasive presentations incl. handling Q&A sessions	SPS – 3
adapt their body language to professional presentation	SPS – 3
use techniques to reduce stage fright	SPS – 3

Social and Professional Skills II

Course title	Social and Professional Skills II
ECTS (Course)	3
Semester	2
Course type	WS
Examination modality	Continuous assessment
Language	English

Course contents:

Intercultural Business Dimensions

- The human aspect of global business: Cross-cultural emotional intelligence
- Intercultural awareness and communication in theory and practice
- Cultural theories (e.g. Hofstede's cultural dimensions)
- Application of skills on intercultural business cases and team assignments

Team Organization

- Social-communicative skills (e.g. (de-escalating) communication skills, active listening, conflict skills)

- Determinants of successful team performance (e.g. group processes, team dynamics, team code of conduct, composition of teams according to strengths/weaknesses of individuals)
- Team roles (e.g. BELBIN team roles)
- Application of skills on intercultural business cases and team assignments

Learning outcomes of the course	Connection to Module objectives
Students are able to ...	
reflect on cultural theories, their intercultural awareness and communication skills to adapt to intercultural working environments	SPS – 4, 5
work constructively and productively with individuals from different cultures	SPS – 4, 5
apply social-communicative skills to support ongoing cooperation in teams	SPS – 4, 5
determine aspects of successful team performance	SPS – 5, 6
reflect on their roles and contributions in teams	SPS – 6

Social and Professional Skills III

Course title	Social and Professional Skills III
ECTS (Course)	3
Semester	3
Course type	WS
Examination modality	Continuous assessment
Language	English

Course contents:

Job Application & Assessment

- 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
- Preparation for appropriate questions/anticipating questions

- Preparation of a personal application portfolio including an effective resume
- Personal vision/career development plan

Negotiation Skills

- Negotiation situations (e.g. contracts, price, salary), issues and dynamics
- Negotiators' roles and ethics
- Personality aspects (strengths, styles, interests)
- Selected negotiation strategies and tactics
- Conflict levels and intervention options

Learning outcomes of the course Students are able to ...	Connection to Module objectives
create an effective resume and application portfolio	SPS – 7
prepare for and successfully handle professional applications, interviews and assessment center situations for internships and/or regular job openings	SPS – 8
understand the contributions of the human side of negotiation, including personal strengths, styles and interests	SPS – 9
prepare theory-based negotiations and choose appropriate strategies and negotiation methods with low conflict potential for the dynamics of a given negotiation session	SPS – 9