

Study regulations of the FH Bachelor Degree

Leadership & Business Management

To obtain the academic degree

Bachelor of Arts in Business,
abbreviated B.A.

as an appendix to the statutes of the FH Kufstein Tirol

Organizational form: Full-time

Duration: 6 Semesters

Scope: 180 ECTS

Places for beginners per academic year: 30 Full-time

Version 1

Decided by the FH Faculty Council on 11.10.2023

Name change approved by AQ decision dated 12.06.2024

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1 JOB PROFILES

1.1 Occupational fields

Due to their broad management oriented and generalistic education, graduates of the Bachelor degree course in Leadership & Business Management are able to solve start-up and management related problems of (medium-sized) companies in a variety of professional fields. Graduates will find employment opportunities in the following **core industries, types of companies or institutions**:

- Self-employed entrepreneurs or founders
- Family businesses, SMEs and large international companies
- Business and personnel consulting
- Business process development & digitization
- Marketing, Market Research & Sales
- Financial management
- Institutions: Non-profit organizations, NGOs & interest groups
- Core industries: Industry/trade/tourism/consulting

The Bachelor degree program in Leadership & Business Management trains graduates to be active in **following fields of activity and functions**:

Within the framework of strategic and operative business management, the graduates will find employment opportunities in various **business management functional areas of middle management**. The focus here is on the following areas:

- Human Resources Management
- Organizational and business model development
- Accounting, financing & controlling
- Marketing & sales
- Product & innovation management
- Supply chain management

The graduates expect planning, strategic task fields in the area of **assistant activity** for the CEO Managing Director, with the cooperation in **consultancies** as well as work for staff **services**. The focus here is on the following areas:

- Strategic corporate planning and development
- Business development
- Controlling, risk management & information management systems (IMS)
- E-business & IT management projects
- Digital transformation

Further fields of activity of the graduates lie in the area of **establishing and taking over a company**, for example through cooperation in start-ups, in management consulting in the areas of business start-ups and takeovers, in participation in company succession and takeovers (e.g. family businesses, in particular in the SME sector) and as independent company founders.

As **entry positions** for graduates of the Bachelor degree course, positions without management responsibility (administration, project collaboration, assistance) or trainee positions can generally be considered in the above-mentioned areas. However, the career perspectives are also classified as very good after appropriate professional experience and depending on personal performance.

1.2 Qualification profile

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

Occupational field of activity	Task	Competence description	Competence allocation	Curriculum/Modul
Self-employed entrepreneurs or founders	Independent management of a company	Can develop a corporate strategy & business model	professional-academic	ABM, ASS, BPR, EGM, FIN, GWI, HRM, LEA, MKV, PRA, RLC, SPR, WAM
		Can implement, use and interpret a wide range of business management instruments	professional-academic	ABM, ASS, BPR, EGM, FIN, GWI, HRM, LEA, MKV, PRA, RLC, SPR, WAM
		Can solve practical problems using business management instruments	professional-academic	
		Can run a (family) business and make decisions	professional-academic personal/social	ABM, BPR, EGM, FIN, GWI, HRM, LEA, MKV, PRA, RLC, SPR
	Independent founding of a company	Can develop a corporate strategy	professional-academic	ABM, EGM, FIN, GWI, HRM, LEA, MKV, RLC, WAM
		Can develop a business idea or business model	Professional-academic	ABM, PR, EGM, GWI, LEA, PRA, SPR, WAM
		Can create a business plan and an integrated plan	Professional-academic	ABM, EGM, FIN, GWI, HRM, MKV, RLC
	Can present and market a business idea	professional-academic personal/social	ABM, EGM, FIN, GWI, LEA, MKV	
Family businesses, SMEs and	Departmental or divisional management/ team leader	Can independently manage their area of responsibility	professional-academic personal/social	

¹ Example 4: A program consisting of 40% engineering (071), 30 % business (041) and 30 % languages (023) should be classified as 0788 (“Inter-disciplinary programs and qualifications involving engineering, manufacturing and construction”) as no field predominates but 07 is the leading broad field. If engineering and business were equally important and greater than languages (e.g. 40 %, 40 % and 20%), the program would be classified as either 0788 or 0488 depending on which program, engineering (071) or business (041), is listed first in the program title (or, if not in the title, in the curriculum or syllabus).

international companies				
		Can determine the financial and economic situation of their sector and interpret the results of this	professional-academic	AAL, ABM, ASS, BPR, EGM, FIN, GWI, HRM, LEA, MKV, PRA, RLC, SPR, WAM
	Assistant to the CEO Managing Director	Can plan, manage and support projects within the company	professional-academic personal/social	
		Can solve problems and bring them together in an interdisciplinary manner	professional-academic personal/social	
Business and personnel consulting				
	Management consulting (Organizational and business model development)	Can determine and interpret the financial and economic situation of a company	professional-academic	ABM, BPR, EGM, FIN, GWI, RLC
		Are able to grasp problems and issues and to structure a consulting mandate	professional-academic personal/social	ABM, ASS, BPR, EGM, HRM, LEAS, MKV, PRA, SPR
		Can use a wide range of business management tools to produce the necessary analyses	professional-academic	ABM, ASS, BPR, EGM, FIN, GWI, HRM, LEA, MKV, PRA, RLC, SPR, WAM
		can initiate, support and communicate change processes	professional-academic personal/social	AAL, ABM, ASS, EGM, HRM, LEA, SPR
		are able to solve a wide range of problems using business management methods	professional-academic personal/social	ABM, ASS, BPR, EGM, FIN, GWI, HRM, LEA, MKV, PRA, RLC, SPR, WAM
	Human resources consulting	Are able to grasp problems and issues and to structure a consulting mandate	professional-academic personal/social	ABM, ASS, BPR, EGM, HRM, LEAS, MKV, PRA, SPR
		can initiate, support and communicate change processes	professional-academic personal/social	AAL, ABM, ASS, EGM, HRM, LEA, SPR

		are able to solve a wide range of problems using business management methods	professional-academic personal/social	ABM, ASS, BPR, EGM, FIN, GWI, HRM, LEA, MKV, PRA, RLC, SPR, WAM
Business process development & digitization	Digitization and optimization of processes (incl. digital transformation)	Can recognize in which processes digitization can be used	professional-academic	ABM, ASS, EGM, FIN, GWI, HRM, LEA, MKV, PRA, RLC, SPR, WAM
		Can participate in the change process of transformation	professional-academic personal/social	AAL, ABM, ASS, EGM, HRM, LEA, SPR
Marketing, Market Research & Sales	Product and innovation management	Can further develop existing products and services	professional-academic	AAL, ABM, ASS, EGM, GWI, LEA, MKV, WAM
	Distribution and sales	Can present and sell a company's products and services to customers	professional-academic personal/social	AAL, ABM, ASS, EGM, GWI, LEA, MKV, WAM
Financial management	Risk management	Can implement a risk management process in accordance with ISO 31000	professional-academic personal/social	ASS, ABM, EGM, FIN, GWI, HRM, LEA, WAM
	Supervision of external and internal accounting	Can implement cost accounting in the system	professional-academic	ASS, ABM, EGM, FIN, GWI, HRM, LEA, WAM
		Can set up an information management system based on a wide variety of data	professional-academic	ASS, ABM, EGM, FIN, GWI, HRM, LEA, RLC, WAM

Thanks to the well-founded training, graduates of this degree course are able to plan, accompany and implement a **business start-up** with all its aspects in a qualified manner. Holistic and entrepreneurial thinking and acting are always in the foreground. With the help of the acquired leadership-oriented management competence, the future core task of the graduates will be to successfully control their own company, as well as the existence of other companies and organizations. The knowledge they acquire ranges from economic fundamentals and methods to **strategic, market-, value-oriented and process-oriented management**. In addition, social competences are obtained and high value is attached to practice projects with the economy.

A sound education in business English and a supervised semester abroad at one of the partner universities are essential components of the course of studies in Leadership & Business Management. This deepens professional qualifications and improves methodological, social and intercultural skills. An internship of at least twelve weeks abroad or in an internationally operating company in Germany enables the practical application of the acquired specialist knowledge.

2 CURRICULUM

2.1 Curriculum Data

Curriculum data (Depending on how the course of studies is organized, "FT" or "PT" or "FT"+"PT" must be filled out.)			
	FT	PT	Comment if applicable
First year of study (YYY/YY+1)	2024/25		
Standard duration of study (number of semesters)	6		
Obligatory WSH (Total number for all sem.)	90,5		In the FT program, a semester abroad with weekly semester hours of the respective partner universities takes place within the specified weekly semester hours.
Course weeks per semester (number of weeks)	15		
Obligatory LVS (Total for all sem.)	1770		In the full-time program, a semester abroad with contact hours of the respective partner universities takes place within the specified weekly semester hours.
Obligatory ECTS (Total for all sem.)	180		
WS start (Date, comm.: poss. CW)	CW 40		
WS end (Date, comm.: poss. CW)	CW 5		
SS start (Date, comm.: poss. CW)	CW 11		
SS end (Date, comm.: poss. CW)	CW 28		
WS weeks	15		
SS weeks	15		
Obligatory semester abroad (semester specification)	5th semester		
Course language (specify)	German/English		The proportion of English-language courses is more than 22,09 %
Internship (semester information, duration in weeks per semester)	6th semester 12 weeks		

2.2 Curriculum Matrix

The following description of the courses does not include the work involved in supervising Bachelor theses. 0.2 weekly semester hours are planned per supervised thesis, i.e. for 30 students an additional 6 thesis weekly semester hours, which are incurred in the 6th semester. In total, an AWSH sum of 118 AWSH is achieved over all 6 semesters.

1. Semester

Course no.	Course title	LV-Typ	T	E	eLV	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
EGM 1	Fundamentals of entrepreneurship	ILV			25 %	3	1	3	45	EGM	3
FIN 1	Data-based business management	ILV			25 %	3.5	1	3.5	52.5	FIN	4
GWI 1	Corporate Leadership & Strategic Management	VO			50 %	3	1	3	45	GWI	4
GWI 2	Introduction to Accounting and Finance	ILV			50 %	2	1	2	30	GWI	3
GWI 3	Introduction to Applied Economics	VO			25 %	2	1	2	30	GWI	2
LEA 1	Communication, Presentation & Rhetoric	ILV			0 %	2	2	4	60	LEA	3
MKV 1	Marketing (E)	ILV		X	33 %	2	1	2	30	MKV	3
SPR 1	Foreign Language I	ILV			0 %	4.5	2	9.0	135.0	SPR	6
WAM 1	Academic Research I: Fundamentals	ILV			25 %	1.5	1	1.5	22.5	WAM	2
Total line:						23.5		30.0	450.0		30
Course hours = Total WSH x course weeks						352.5					

2. Semester

Course no.	Course title	LV-Typ	T	E	eLV	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
EGM 2	Start-up Management	ILV			33 %	3.5	2	7.0	105.0	EGM	5
EGM 3	Product & Innovation Management	ILV			25 %	2	1	2	30	EGM	3
FIN 2	Investment & Financing	ILV			50 %	2.5	1	2.5	37.5	FIN	3
GWI 4	Introduction to Law	ILV			25 %	2	1	2	30	GWI	3
MKV 2	Market Analysis & Brand Management (E)	ILV		X	25 %	2.5	1	2.5	37.5	MKV	3
MKV 3	Strategy Development & Execution	ILV			0 %	3	1	3	45	MKV	4
RLC 1	Annual Statement & Analysis	ILV			33 %	2	1	2	30	RLC	3
SPR 2	Foreign Language II	ILV			0 %	4.5	2	9.0	135.0	SPR	6
Total line:						22.0		30.0	450.0		30
Course hours = Total WSH x course weeks						330.0					

3. Semester

Course no.	Course title	LV-Typ	T	E	eLV	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
EGM 4	Supply Chain Management	ILV			25 %	3.5	1	3.5	52.5	EGM	4
FIN 3	International Finance & Risk Management	ILV			25 %	3	1	3	45	FIN	4
HRM 1	Organizational & Personnel Psychology	ILV			25 %	3.5	1	3.5	52.5	HRM	4
LEA 2	Conflict Management, Mediation & Negotiation	ILV			0 %	2	1	2	30	LEA	3
LEA 3	Knowledge Management (E)	ILV		X	25 %	2	1	2	30	LEA	3
MKV 4	Digitales Marketing: E-Competence & Social Media (E)	ILV		X	25 %	3	1	3	45	MKV	4
MKV 5	Sales & Customer Relationship Management (E)	ILV		X	25 %	1.5	1	1.5	22.5	MKV	2
PRA 1	Practical Project I: Entrepreneurship	PT			0 %	2	4	8	120	PRA	4
RLC 2	Cost accounting & calculation	ILV			25 %	1.5	1	1.5	22.5	RLC	2
Total line:						22.0		28.0	420.0		30
Course hours = Total WSH x course weeks						330.0					

4. Semester

Course no.	Course title	LV-Typ	T	E	eLV	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
EGM 5	Business Models: Analysis & Application	ILV			20 %	3	1	3	45	EGM	4
EGM 6	Company Transfer & Succession	ILV			33 %	3	1	3	45	EGM	4
FIN 4	Value-Oriented Management Control	ILV			33 %	2	1	2	30	FIN	3
HRM 2	Risk management: Fundamentals	ILV			50 %	2	1	2	30	HRM	3
HRM 3	International & Cross Cultural Management (E)	ILV		X	0 %	2	1	2	30	HRM	3
LEA 4	Leadership & Change Management (E)	ILV		X	0 %	2	1	2	30	LEA	3
PRA 2	Practical Project II: Business Management	PT			0 %	2	4	8	120	PRA	4
RLC 3	Controlling	ILV			33 %	4	1	4	60	RLC	4
WAM 2	Competence & Talent Management /	ILV			0 %	1.5	1	1.5	22.5	WAM	2
Total line:						21.5		27.5	412.5		30
Course hours = Total WSH x course weeks						322.5					

5. Semester

Course no.	Course title	LV-Typ	T	E	eLV	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
AAL1	Consolidation Area Studies & Languages	ILV			0 %	0	1	0	0	AAL	6
ABM1	Consolidation Business Management	ILV			0 %	0	1	0	0	ABM	16
ASS1	Consolidation Social Skills	ILV			0 %	0	1	0	0	ASS	8
Total line:						0		0	0		30
Course hours = Total WSH x course weeks						0					

6. Semester

Course no.	Course title	LV-Typ	T	E	eLV	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
BAR 1	Bachelor Thesis	SE			0 %	0.5	3	1.5	22.5	BAR	10
BAR 2	Scientific Presentation	ILV		X	100 %	1	1	1	15	BAR	1
BPR 1	Internship	BPR			0 %	0	1	0	0	BPR	19
Total line:						1.5		2.5	37.5		30
Course hours = Total WSH x course weeks						22.5					

Abbreviations	
eLV	E-learning proportion of course in percent
E	Lecture in English language
ECTS	ECTS – Credit points
LV	Course
LVS	Course hour(s)
WSH	Weekly semester hour(s)
T	Lecture with technical background
WP	Elective subject

Summary curriculum data

Description	WSH	ASWS	ALVS	ECTS
Total number of courses over all semesters	90.5	118	1770	180
Total number of courses in 1st year of study	45.5	60	900	60
Total number of courses in 2nd year of study	43.5	55.5	832.5	60
Total number of courses in 3rd year of study	1.5	2.5	37.5	60
Total number of technical events over all semesters				
Percentage of technical courses over all semesters based on WSH / ECTS				
Total number of courses in English over all semesters	16			22
Proportion of courses in English over all semesters based on WSH / ECTS	19.63 %			13.1 %
Proportion of eLearning units over all semesters based on WSH / ECTS	22.56 %			14.62 %

2.3 Modularization

Module number:	Corporate Leadership & Strategic Management	Scope:	
GWI		12	ECTS
Degree program	University of Applied Sciences Bachelor's Program Leadership & Business Management full-time		
Position in the curriculum	1. Semester		
	2. Semester		
Level	1. Semester: Bachelor / 2. Semester: Bachelor		
Previous knowledge	1. Semester: None / 2. Semester: none		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Corporate Leadership & Strategic Management /VO / LV-Nr: GWI 1 / 1.Semester / ECTS: 4</u> <ul style="list-style-type: none"> • Dillerup, R., & Stoi, R. (2022). Unternehmensführung: Erfolgreich durch modernes Management & Leadership. München: Verlag Franz Vahlen. • Egger, A., Egger, W., & Schauer, R. (2016). Einführung in die Allgemeine Betriebswirtschaftslehre. Wien: Linde • Vahs, D., & Schäfer-Kunz, J. (2021). Einführung in die Betriebswirtschaftslehre. Stuttgart: Schäffer-Poeschel. 		
	<u>Introduction to Accounting and Finance /ILV / LV-Nr: GWI 2 / 1.Semester / ECTS: 3</u> <ul style="list-style-type: none"> • Coenberg, A. G., Haller, A., & Schultze, W. (2021). Einführung in das Rechnungswesen: Grundlagen der Buchführung und Bilanzierung. Stuttgart: Schäffer-Poeschel Verlag. • Grbenic, S., & Zunk, B. (2021). Buchhaltung Grundlagen: Buchhaltung und Bilanzierung Band 1. Wien: Linde Verlag. • Weber, J., & Weißenberger, B. E. (2021). Einführung in das Rechnungswesen: Bilanzierung und Kostenrechnung. Stuttgart: Schäffer-Poeschel Verlag. • Wöhe, G., & Kußmaul, H. (2022). Grundzüge der Buchführung und Bilanztechnik. München: Verlag Franz Vahlen. 		
	<u>Introduction to Applied Economics /VO / LV-Nr: GWI 3 / 1.Semester / ECTS: 2</u> <ul style="list-style-type: none"> • Breyer, F. (2020). Mikroökonomik: Eine Einführung. Berlin-Heidelberg: Springer Verlag. • Clement, R., Terlau, W., Kiy, M., & Gehringer, A. (2023). Angewandte Makroökonomie: Makroökonomie, Wirtschaftspolitik und nachhaltige Entwicklung. München: Verlag Franz Vahlen. • Edling, H. (2023). Volkswirtschaftslehre - Schnell erfasst. Berlin-Heidelberg: Springer Verlag. • Forner, A. (2022). Volkswirtschaftslehre: Eine praxisorientierte Einführung. Wiesbaden: Springer Verlag. • Kolmar, M. (2021). Grundlagen der Mikroökonomik: Ein integrativer Ansatz. Berlin-Heidelberg: Springer Verlag. 		
	<u>Introduction to Law /ILV / LV-Nr: GWI 4 / 2.Semester / ECTS: 3</u> <ul style="list-style-type: none"> • Aigner, T., Herda, H., Riedler, A., & Wolkerstorfer, T. (2023). Privates Wirtschaftsrecht. Wien: LexisNexis ARC ORAC. • Artmann, E., & Rüdfler, F. (2020). Gesellschaftsrecht. München: Manz Verlag. • Jahnel, D., Mader, P., & Staudegger, E. (2020). IT-Recht. Wien: Verlag Österreich. • Raschauer, B., Ennöckl, D., Raschauer, N. (2021). Grundriss des österreichischen Wirtschaftsrechts. Wien: Manz Verlag. • Jahnel, D., & Pallwein-Pretner, A. (2021). Datenschutzrecht. Wien: facultas. • Pittel, R., Ganner, M., Laimer, S., & Markl, C. (2022). Einführung in das Privat- und Wirtschaftsrecht - Teil 1: Privatrecht. München: Verlag Österreich. • Zankl, W. (2021). Rechtshandbuch der Digitalisierung. München: Manz Verlag. 		
Acquisition of skills	<u>Corporate Leadership & Strategic Management /VO / LV-Nr: GWI 1 / 1.Semester / ECTS: 4</u> The students <ul style="list-style-type: none"> • are familiar with the different areas of business administration. • know the structure of a business and typical business processes and are familiar with the basic constitutive factors of a business. • recognize interrelationships in the sense of the manifold relationships between business management functions. • can clearly distinguish central business management terms from one another. • know the most important constitutional and functional business decisions. • know the basics and instruments of strategic management • know and understand the interrelationships of business administration at the various levels of decision-making and action • are able to analyze current market, environmental and surrounding conditions in the field of small and medium-sized enterprises. • know the essential basic principles of corporate and business ethics and the contributions to the debate, especially in the area of corporate governance. • know the process of introducing a corporate strategy using selected business management instruments. 		
	<u>Introduction to Accounting and Finance /ILV / LV-Nr: GWI 2 / 1.Semester / ECTS: 3</u>		

	<p>External accounting: The students</p> <ul style="list-style-type: none">• now the fundamentals of mapping business decisions in the accounting system.• know and understand the basic concepts and subareas of accounting.• understand the technique and internal structure of double-entry bookkeeping.• can assess the structure of an accounting system and the characteristics of different account types.• can make simple business postings to balance sheet and income statement accounts and create posting records.• recognize the main effects of business transactions on the balance sheet and in-come statement.• are familiar with the principles of proper accounting and the valuation of balance sheet items. <p>Internal accounting: The students</p>
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Acquisition of skills	<ul style="list-style-type: none"> • are familiar with the tasks and solutions of cost and revenue accounting with its subsystems (cost element, cost center and cost unit accounting). • can differentiate between the terms payments - disbursements, income - expenses, revenue - outlay • can describe the organizational structure of a cost accounting system and explain its main features. • know the cost accounting systems (partial and full cost accounting)
	<p><u>Introduction to Applied Economics /VO / LV-Nr: GWI 3 / 1.Semester / ECTS: 2</u></p> <p>Students are able to</p> <ul style="list-style-type: none"> • name the essential components of a market model and discuss the market equilibrium as an interaction of supply and demand. • identify the determinants of consumer demand and explain how they respond to external factors such as changes in income. • explain both the potentials and the limitations of market models based on real-world markets, for example the housing or labor market, and to buttress abstract models with real-life examples. • understand production decisions in companies and interpret the influences of market structures on price setting. • examine and critically evaluate current developments on the basis of models. • name the essential components and institutions of a national economy and explain how they function. • identify macroeconomic indicators such as gross domestic product or consumer price index and explain their meaning. • conduct independent research on indicators important for economic growth and inflation and to present current developments in this regard.
	<p><u>Introduction to Law /ILV / LV-Nr: GWI 4 / 2.Semester / ECTS: 3</u></p> <p>The students</p> <ul style="list-style-type: none"> • know the general civil law and general private law aspects of entrepreneurial activity. • understand basic legal principles, which are frequently conveyed through concrete examples of problem cases in legal practice. • are able to classify the legal problems regularly occurring in business practice in general private and civil law. • understand the legal organization of companies, the contract law of merchants and the alternatives under company law, in particular when setting up a company. • are able to classify the areas of law presented and master their basic contents. • are familiar with relevant cross-sectional areas of law that are related to digitization.
Course contents	<p><u>Corporate Leadership & Strategic Management /VO / LV-Nr: GWI 1 / 1.Semester / ECTS: 4</u></p> <p>Part A: Overview and interrelationship analysis of the most important subareas in business administration.</p> <ul style="list-style-type: none"> • Characteristics of business economics and subject matter of business economics • Business decision theory or decision theory • Operational functional areas • Basics of management and ethics <p>Part B: Fundamentals of business administration</p> <ul style="list-style-type: none"> • Constitutive business decisions such as legal forms, location decision, types of mergers/mergers, and choice of business field. • Functional business decisions: Materials management, production management, marketing. • Fundamentals of business value-added processes and functions (value-added architecture and structure). • Fundamentals of market-, process-, and strategy-oriented management. <p>Part C: Strategic management</p> <ul style="list-style-type: none"> • Definition and differentiation strategy vs. business model; 5P according to Mintzberg • Strategic management process and relevant analyses (vision & mission; environmental analysis, external and internal company analysis, resource analysis and value chain according to Porter, competitor analysis, SWOT, etc.) • Strategic vs. operational goals • Generic strategies according to Porter (differentiation focus, differentiation, cost focus, cost leadership) and according to Treacy & Wiersema (product leadership, operational excellence, customer focus) <p><u>Introduction to Accounting and Finance /ILV / LV-Nr: GWI 2 / 1.Semester / ECTS: 3</u></p>

	<p>Part A: External accounting</p> <ul style="list-style-type: none"> • Structure of the accounting system • Fundamentals of operational accounting: Tasks, sub-areas and basic concepts • Commercial accounting system: From inventory to opening balance sheet • Double-entry accounting system: Posting business cases to inventory and profit and loss accounts • Organization of bookkeeping (chart of accounts, sales tax, etc.) • Principle of period purity and accruals and deferrals • Generally accepted accounting principles • Valuation of balance sheet items (fixed assets, current assets, maximum and mini-mum value principle) and valuation methods (FIFO, LIFO, HIFO, KIFO, fixed value method, etc.) <p>Part B: Internal accounting</p> <ul style="list-style-type: none"> • Objectives and basic concepts of cost and revenue accounting • Fundamentals of cost and revenue accounting:: Tasks, components and subareas • Structure of cost accounting (cost elements, cost centers, cost objects) • Contribution margin accounting
	<p><u>Introduction to Applied Economics /VO / LV-Nr: GWI 3 / 1.Semester / ECTS: 2</u></p> <p>Part A: Core topics</p> <ul style="list-style-type: none"> • Economic thinking and marginal analysis • Efficient allocation of scarce resources

<p>Course contents</p>	<ul style="list-style-type: none"> • The market model and market equilibrium • Macroeconomic variables (GDP, inflation, and unemployment) and their interrelationships <p>Part B: Selected macroeconomics issues</p> <ul style="list-style-type: none"> • Elasticity and welfare • Cost functions and optimal corporate production • Price setting and market structures • Short-term macroeconomic fluctuations: The business cycle • Money, the ECB, and inflation • Long-term economic growth • International relations and trade <hr/> <p><u>Introduction to Law /ILV / LV-Nr: GWI 4 / 2.Semester / ECTS: 3</u></p> <p>Part A: Fundamentals of Civil Law</p> <ul style="list-style-type: none"> • Distinction between private law and public law • Doctrine of title and mode • Fundamentals of property law (incl. possession, holding & ownership) • The natural person (legal capacity and capacity to act) • The legal person • Personal rights • The legal transaction & the conclusion of the contract • General contract law • Representation & power of attorney • Basics of consumer protection law <p>Part B: Corporate and Insolvency Law</p> <ul style="list-style-type: none"> • Legal forms of companies (partnerships, corporations, mixed forms) • Basics of insolvency law <p>Part C: Law & Digitalization:</p> <ul style="list-style-type: none"> • Basic Data Protection Regulation & Telecommunications Law • E-commerce and e-government / electronic signature • IT law
<p>Teaching and learning methods</p>	<p><u>Corporate Leadership & Strategic Management /VO / LV-Nr: GWI 1 / 1.Semester / ECTS: 4</u></p> <p>33 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</p> <hr/> <p><u>Introduction to Accounting and Finance /ILV / LV-Nr: GWI 2 / 1.Semester / ECTS: 3</u></p> <p>50 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</p> <hr/> <p><u>Introduction to Applied Economics /VO / LV-Nr: GWI 3 / 1.Semester / ECTS: 2</u></p> <p>25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</p> <hr/> <p><u>Introduction to Law /ILV / LV-Nr: GWI 4 / 2.Semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • 25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used. • Solution of case studies by means of group work
<p>Evaluation Methods Criteria</p>	<p><u>Corporate Leadership & Strategic Management /VO / LV-Nr: GWI 1 / 1.Semester / ECTS: 4</u></p> <ul style="list-style-type: none"> • Partial exam • Processing of a case study • Quizzes <hr/> <p><u>Introduction to Accounting and Finance /ILV / LV-Nr: GWI 2 / 1.Semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Final exam and • Quiz <hr/> <p><u>Introduction to Applied Economics /VO / LV-Nr: GWI 3 / 1.Semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • Final exam and • Quiz <hr/> <p><u>Introduction to Law /ILV / LV-Nr: GWI 4 / 2.Semester / ECTS: 3</u></p> <p>final exam</p>

Module number: SPR	Foreign Language I	Scope:	
		12	ECTS
Degree program	University of Applied Sciences Bachelor's Program Leadership & Business Management full-time		
Position in the curriculum	1. Semester		
	2. Semester		
Level	1. Semester: Bachelor / 2. Semester: Bachelor		
Previous knowledge	<p>1. Semester:</p> <ul style="list-style-type: none"> • Modules at levels A1-A2: No prior knowledge of the target language and a secure B2 level in English • Modules at levels B1-B2: Secure A2 level in the target language or recommendation of support measures and secure B2 level in English • Modules at levels B2-C1: Secure B1 level in English or recommendation of support measures • Modules at levels C1-C2: Secure B2 level in English <p>/ 2. Semester:</p> <ul style="list-style-type: none"> • Modules at levels A1-A2: Foreign Language I in the target language at levels A1-A2 and a secure B2 level in English • Modules at levels B1-B2: Foreign Language I in the target language at levels B1-B2 and a secure B2 level in English • Modules at levels B2-C1: Foreign Language I in the target language at levels B1-B2 • Modules at levels C1-C2: Foreign Language I in the target language at levels C1-C2 		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Foreign Language II /ILV / LV-Nr: SPR 2 / 2.Semester / ECTS: 6</u> Coursebook - by arrangement; authentic materials, e.g., journals (including specialist journals), newspapers, and online media in the target language		
	<u>Foreign Language I /ILV / LV-Nr: SPR 1 / 1.Semester / ECTS: 6</u> Coursebook - by arrangement; authentic materials, e.g., journals (including specialist journals), newspapers, and online media in the target language		
Acquisition of skills	<u>Foreign Language II /ILV / LV-Nr: SPR 2 / 2.Semester / ECTS: 6</u> The modules are designed according to the Common European Framework of Reference for Languages (CEFR). Within the framework of the modules, the students will acquire the language and communication skills required for business-oriented professional or academic activity. The following competencies are taught according to the CEFR, i.e., after completion of the module, successful graduates will have mastered the following skills in the target language: <ul style="list-style-type: none"> • A1-A2 Basic communication skills • B1-B2 Advanced use of the language and communication skills • B2-C1 Independent language use to expert communication skills • C1-C2 Expert language skills to fluent, competent communication skills 		
	<u>Foreign Language I /ILV / LV-Nr: SPR 1 / 1.Semester / ECTS: 6</u> The modules are designed according to the Common European Framework of Reference for Languages (CEFR). Within the framework of the modules, the students will acquire the language and communication skills required for business-oriented professional or academic activity. The following competencies are taught according to the CEFR, i.e., after completion of the module, successful graduates will have mastered the following skills in the target language: <ul style="list-style-type: none"> • A1-A2 Basic communication skills • B1-B2 Advanced use of the language and communication skills • B2-C1 Independent language use to expert communication skills • C1-C2 Expert language skills to fluent, competent communication skills 		
Course contents	<u>Foreign Language II /ILV / LV-Nr: SPR 2 / 2.Semester / ECTS: 6</u> The language modules integrated into the degree program curriculum are designed according to the methodological principles of a communicative, action-oriented approach. The competence levels of the modules are based on the Common European Framework of Reference for Languages (CEFR), and a central objective is that students increase their communication skills by at least one level. In addition, there is a clear focus on acquiring academic and business-oriented skills in the target language. <ul style="list-style-type: none"> • A1-A2 Basic communication skills • B1-B2 Advanced use of the language and communication skills • B2-C1 Independent language use to expert communication skills • C1-C2 Expert language skills to fluent, competent communication skills 		
	<u>Foreign Language I /ILV / LV-Nr: SPR 1 / 1.Semester / ECTS: 6</u>		

The language modules integrated into the degree program curriculum are designed according to the methodological principles of a communicative, action-oriented approach.

The competence levels of the modules are based on the Common European Framework of Reference for Languages (CEFR), and a central objective is that students increase their communication skills by at least one level.

In addition, there is a clear focus on acquiring academic and business-oriented skills in the target language.

- A1-A2 Basic communication skills

Course contents	<ul style="list-style-type: none"> • B1-B2 Advanced use of the language and communication skills • B2-C1 Independent language use to expert communication skills • C1-C2 Expert language skills to fluent, competent communication skills
Teaching and learning methods	<u>Foreign Language II /ILV / LV-Nr: SPR 2 / 2.Semester / ECTS: 6</u> Blended Learning
	<u>Foreign Language I /ILV / LV-Nr: SPR 1 / 1.Semester / ECTS: 6</u> Blended Learning
Evaluation Methods Criteria	<u>Foreign Language II /ILV / LV-Nr: SPR 2 / 2.Semester / ECTS: 6</u> Portfolio with various components: <ul style="list-style-type: none"> • Various assessments (reading comprehension, listening comprehension, written expression, oral expression) • Various tasks and documentation of achievements, including contributions to group work, course units, and critical reflection on learning outcomes
	<u>Foreign Language I /ILV / LV-Nr: SPR 1 / 1.Semester / ECTS: 6</u> Portfolio with various components: <ul style="list-style-type: none"> • Various assessments (reading comprehension, listening comprehension, written expression, oral expression) • Various tasks and documentation of achievements, including contributions to group work, course units, and critical reflection on learning outcomes

Module number: MKV	Marketing	Scope:	
		6	ECTS
Degree program	University of Applied Sciences Bachelor's Program Leadership & Business Management full-time		
Position in the curriculum	1. Semester		
	2. Semester		
	3. Semester		
Level	1. Semester: Bachelor / 2. Semester: Bachelor / 3. Semester: Bachelor / 3. Semester: none		
Previous knowledge	1. Semester: None / 2. Semester: None / 3. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<p><u>Marketing (E) /ILV / LV-Nr: MKV 1 / 1.Semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Bruhn, M. (2022). Marketing: Grundlagen für Studium und Praxis. Wiesbaden: Springer Verlag. • Kotler, P., Keller, K. L., Chernev, A. (2022). Marketing management. Harlow, UK: Pearson. • Kotler, P., Armstrong, G., Harris, L. C., & He, H. (2022). Grundlagen des Marketing. Hallbergmoos: Pearson. • Kreutzer, R. T. (2022). Praxisorientiertes Marketing: Grundlagen – Instrumente – Fallbeispiele. Wiesbaden: Springer Verlag. 		
	<p><u>Market Analysis & Brand Management (E) /ILV / LV-Nr: MKV 2 / 2.Semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Hague, P. (2022). Market research in practice: An introduction to gaining greater market insight. London, UK: Kogan Page. • Keller, K. L., & Swaminathan, V. (2020). Strategic brand management: Building, measuring, and managing brand equity. Harlow, UK: Pearson. • Kilian, K. (2023). Marke machen!: Wie erfolgreiches Marken-Management funktioniert. Expertenwissen rund um Brand Building, Purpose und mehr. Bonn: Rheinwerk Verlag. • Sarstedt, M., & Mooi, E. (2019). A concise guide to market research: The process, data, and methods using IBM SPSS statistics. Berlin: Springer Verlag. 		
	<p><u>Digitales Marketing: E-Competence & Social Media (E) /ILV / LV-Nr: MKV 4 / 3.Semester / ECTS: 4</u></p> <ul style="list-style-type: none"> • Beilharz, F. (2021). Crashkurs Digitales Marketing: Social. Local. Mobile.. Freiburg: Haufe-Lexware. • Kingsnorth, S. (2022). Digital marketing strategy: An integrated approach to online marketing. London, UK: Kogan Page. • Wirtz, J. (2023). Essentials of services marketing. Harlow, UK: Pearson. • Wirtz, J., & Lovelock, C. (2022). Services marketing: People, technology, strategy. Hackensack, NJ: World Scientific. 		
	<p><u>Sales & Customer Relationship Management (E) /ILV / LV-Nr: MKV 5 / 3.Semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • Brodersen, L. (2022). Customer Relationship Management (CRM) in der Praxis: Begriffe, Grundlagen, Verfahren - Von Analyse bis Zufriedenheit. Hamburg: Cardo Verlag. • Buttle, F., & Maklan, S. (2019). Customer relationship management: Concepts and technologies. Abingdon, OX: Routledge. • Kumar, V., & Reinartz, W. (2018). Customer relationship management: Concept, strategy, and tools. Berlin-Heidelberg: Springer Verlag. • Pufahl, M. (2019). Sales Performance Management: Exzellenz im Vertrieb mit ganzheitlichen Steuerungskonzepten. Wiesbaden: Springer Verlag. 		
	<p><u>Strategy Development & Execution /ILV / LV-Nr: MKV 3 / 2.Semester / ECTS: 4</u></p> <ul style="list-style-type: none"> • Berens, A., & Bolk, C. (2023). Content Creation mit KI: Das neue Buch zu ChatGPT, DALL-E, DeepL Write und Co. Einsatz im Marketing, Redaktion, Content-Erstellung, Recherche und mehr. Bonn: Rheinwerk Verlag. • Kirf, B., Eicke, K.-N., & Schömburg, S. (2020). Unternehmenskommunikation im Zeitalter der digitalen Transformation: Wie Unternehmen interne und externe Stakeholder heute und in Zukunft erreichen. Wiesbaden: Springer Verlag. • Löffler, M., & van Tübbergen, C. (2023). Content 360 Grad: Das Praxishandbuch für Content-Strategie und Content-Marketing – für alle Content-Disziplinen von Text bis Podcast. Bonn: Rheinwerk Verlag. • Salzer, E., Johannsen, K., & Reinhold, T. (2023). Erfolgsfaktor Unternehmenskommunikation: Alles, was Entscheider wissen müssen. Wiesbaden: Springer Verlag. 		
Acquisition of skills	<p><u>Marketing (E) /ILV / LV-Nr: MKV 1 / 1.Semester / ECTS: 3</u></p> <p>The students</p> <ul style="list-style-type: none"> • Know the problems and solutions of marketing management. • Have mastered the instruments of the marketing mix. • Know the basic features of consumer behavior and question marketing approaches from an ethical point of view. • Understand the influence of digital marketing on corporate strategy. 		

	<p><u>Market Analysis & Brand Management (E) /ILV / LV-Nr: MKV 2 / 2.Semester / ECTS: 3</u></p> <p>The students</p> <ul style="list-style-type: none">• know different qualitative and quantitative methods of market research.• can develop market research concepts and apply the necessary instruments for implementation.• know qualitative and quantitative methods of analysis.• can prepare a final report on a market research project.• know the basic strategies and instruments of brand building and brand management.• know the psychological and emotional background of brands.• know the approaches to monetary measurement of brand equity.• can independently develop strategies for brand building and evaluate concepts for brand management.
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Acquisition of skills	<p><u>Digitales Marketing: E-Competence & Social Media (E) /ILV / LV-Nr: MKV 4 / 3.Semester / ECTS: 4</u></p> <p>The students</p> <ul style="list-style-type: none"> • know the modern methods of e-marketing and social media marketing. • know the context of online marketing strategies. • can apply the concept of 4P, 5P and/or 7P to e-Marketing. • know the necessary organizational requirements for successful e-Marketing. • can independently develop and evaluate e-marketing strategies. • know the differences between the various types of products and industries. • can evaluate and develop a technical marketing and sales concept on their own. • know the instruments of marketing capital goods and services.
	<p><u>Sales & Customer Relationship Management (E) /ILV / LV-Nr: MKV 5 / 3.Semester / ECTS: 2</u></p> <p>The students</p> <ul style="list-style-type: none"> • Are familiar with the basic concepts of sales management and customer loyalty management. • Can classify and evaluate the structure of a sales organization. • Are familiar with the context and the diverse requirements placed on sales employees. • Know the background of the CRM approach and understand the challenges and advantages of a CRM system. • Can evaluate CRM implementation projects on the basis of success factors. • Know the possible applications of digitization in CRM.
	<p><u>Strategy Development & Execution /ILV / LV-Nr: MKV 3 / 2.Semester / ECTS: 4</u></p> <p>The students</p> <ul style="list-style-type: none"> • know the basics of corporate communication. • know the most important theoretical approaches as well as instruments of strategic planning and optimization of corporate communication. • can identify and apply communication-relevant measures for crisis prevention and handling. • understand how digitalization influences and changes corporate communications. • know which digital media can be used for corporate communications. • know what content creation means and can distinguish the term from content manager. • can create texts, blog articles and posts for distribution via social media. • can create videos and photos which can be used for social media. • know how to plan and manage social media profiles.
Course contents	<p><u>Marketing (E) /ILV / LV-Nr: MKV 1 / 1.Semester / ECTS: 3</u></p> <p>Teaching the fundamentals of marketing under the following aspects:</p> <ul style="list-style-type: none"> • Definition and application areas of marketing • Importance and tasks of marketing in the 21st century • Social responsibility and ethics in marketing • Strategic marketing / market segmentation • Analysis of buyer behavior in consumer goods markets • Marketing mix (4P) • International marketing • Market orientation in corporate culture and leadership • Future prospects of marketing
	<p><u>Market Analysis & Brand Management (E) /ILV / LV-Nr: MKV 2 / 2.Semester / ECTS: 3</u></p>

	<p>Part A: Fundamentals of market research</p> <ul style="list-style-type: none"> • Definition and goals of market research and differentiation from opinion research • Phases of market research • Methods of market research (secondary market research, primary market research) • Process steps within a market research project <p>Part B: Methods & procedures of market research</p> <ul style="list-style-type: none"> • Market research methods (structural analyses, measurement of use and distribution, demand and consumption analyses, image analyses, measurement of attitudes, intentions and behavioral parameters) • Analysis methods (univariate methods [frequency counts, frequency distribution], bivariate methods [cross tables, correlation, simple regression analysis]) • Market research methods (survey and analysis of demographics, social structures, purchasing power, education, family structures; surveys; image analyses; focus groups; biometric test and measurement methods; experimental product tests; behavioral observations and analyses) <p>Part C: Fundamentals of Brand Management</p> <ul style="list-style-type: none"> • Definition of the term brand • The concept of brand equity (brand value, reputation vs. brand equity) • Measuring brand equity (measuring brand equity, brand awareness, brand association, qualitative and quantitative approaches, brand tracking, brand authenticity) <p>Part D: Brand Management & Development.</p> <ul style="list-style-type: none"> • The 8 stages of brand development • Brand positioning • Brand name, brand logo and brand elements • Brand experience and brand strategies • The 5 stages of brand extension • Co-branding • The 3 perspectives of brand innovation
	<p><u>Digitales Marketing: E-Competence & Social Media (E) /ILV / LV-Nr: MKV 4 / 3.Semester / ECTS: 4</u></p> <p>Part A: Digital Marketing</p> <ul style="list-style-type: none"> • Background knowledge on e-commerce (customer expectations and requirements; social, legal & ethical issues).

<p>Course contents</p>	<ul style="list-style-type: none"> • Online and social media marketing strategies • Online and social media goals • Digital marketing tactics (search engine optimization [SEO], content marketing, inbound marketing, social media marketing, pay-per-click, affiliate marketing, native advertising, email marketing, online PR) • e-Marketing mix and extension of the 4P in the online context • Organizational requirements for digital and online marketing • Monitoring, measurement, online reputation management & public relations <p>Part B: Services Marketing:</p> <ul style="list-style-type: none"> • Basics of B2B marketing • Buying behavior in business markets / Organizational sourcing behavior • Instruments of B2B marketing • Information acquisition & uncertainty as behavior-determining characteristics • Analysis of the buying center • Special features of services marketing • Concepts of services marketing • Information basics of services marketing • Operational services marketing & instruments <hr/> <p><u>Sales & Customer Relationship Management (E) /ILV / LV-Nr: MKV 5 / 3.Semester / ECTS: 2</u></p> <p>The lecture offers an overview of the topics of sales management and customer loyalty management, especially in the SME environment and with special emphasis on the following topics:</p> <ul style="list-style-type: none"> • Tools and methods of sales management • Structure, organization and optimization of the sales structure • Recruitment & further development of sales employees • Sales policy objectives and strategies • Sales and negotiation process in distribution • Area of responsibility of customer relationship management • Quality and satisfaction measurement as a basis for CRM • Success factors for the introduction of a CRM system taking into account data protection aspects, digitalization and Industry 4.0 <hr/> <p><u>Strategy Development & Execution /ILV / LV-Nr: MKV 3 / 2.Semester / ECTS: 4</u></p> <p>Part A: Corporate communications</p> <ul style="list-style-type: none"> • Corporate strategies (attack and defense strategies incl. digitalization) • Development strategies (cooperation strategies, competition, internationalization strategies) • Divisional strategies (procurement, production, marketing, human resources, finance and R&D strategies) • Content steps of the strategic management process; strategic analysis. <p>Part B: Content Creation</p> <ul style="list-style-type: none"> • Definition of content creation and differentiation from content management • Creation of texts, blog articles, posts for social media • Creation of visual and auditory content (videos, photos, podcaststs, graphics, etc.) • Planning and management of social media profiles
<p>Teaching and learning methods</p>	<p><u>Marketing (E) /ILV / LV-Nr: MKV 1 / 1.Semester / ECTS: 3</u></p> <p>33 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</p> <hr/> <p><u>Market Analysis & Brand Management (E) /ILV / LV-Nr: MKV 2 / 2.Semester / ECTS: 3</u></p> <p>25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</p> <hr/> <p><u>Digitales Marketing: E-Competence & Social Media (E) /ILV / LV-Nr: MKV 4 / 3.Semester / ECTS: 4</u></p> <ul style="list-style-type: none"> • 25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used. <hr/> <p><u>Sales & Customer Relationship Management (E) /ILV / LV-Nr: MKV 5 / 3.Semester / ECTS: 2</u></p> <p>25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</p> <hr/> <p><u>Strategy Development & Execution /ILV / LV-Nr: MKV 3 / 2.Semester / ECTS: 4</u></p> <p>The course is conducted with presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures).</p> <ul style="list-style-type: none"> • In addition, the students will solve and present problems in group work, which will be discussed in the plenum. • Selected exercises are carried out to train the content based on real problems.

Evaluation Methods Criteria	<p><u>Marketing (E) /ILV / LV-Nr: MKV 1 / 1.Semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Final exam and • Quiz
	<p><u>Market Analysis & Brand Management (E) /ILV / LV-Nr: MKV 2 / 2.Semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Seminar paper and

Evaluation Methods Criteria	<ul style="list-style-type: none"> • Quiz
	<p><u>Digitales Marketing: E-Competence & Social Media (E) /ILV / LV-Nr: MKV 4 / 3.Semester / ECTS: 4</u></p> <ul style="list-style-type: none"> • Final exam and • Quiz
	<p><u>Sales & Customer Relationship Management (E) /ILV / LV-Nr: MKV 5 / 3.Semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • Final exam and • Quiz
	<p><u>Strategy Development & Execution /ILV / LV-Nr: MKV 3 / 2.Semester / ECTS: 4</u></p> <ul style="list-style-type: none"> • Seminar paper and • Project documentation
Literature recommendation	<p><u>Marketing (E) /ILV / LV-Nr: MKV 1 / 1.Semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Bruhn, M. (2022). Marketing: Grundlagen für Studium und Praxis. Wiesbaden: Springer Verlag. • Kotler, P., Keller, K. L., Chervov, A. (2022). Marketing management. Harlow, UK: Pearson. • Kotler, P., Armstrong, G., Harris, L. C., & He, H. (2022). Grundlagen des Marketing. Hallbergmoos: Pearson. • Kreutzer, R. T. (2022). Praxisorientiertes Marketing: Grundlagen – Instrumente – Fallbeispiele. Wiesbaden: Springer Verlag.
	<p><u>Market Analysis & Brand Management (E) /ILV / LV-Nr: MKV 2 / 2.Semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Hague, P. (2022). Market research in practice: An introduction to gaining greater market insight. London, UK: Kogan Page. • Keller, K. L., & Swaminathan, V. (2020). Strategic brand management: Building, measuring, and managing brand equity. Harlow, UK: Pearson. • Kilian, K. (2023). Marke machen!: Wie erfolgreiches Marken-Management funktioniert. Expertenwissen rund um Brand Building, Purpose und mehr. Bonn: Rheinwerk Verlag. • Sarstedt, M., & Mooi, E. (2019). A concise guide to market research: The process, data, and methods using IBM SPSS statistics. Berlin: Springer Verlag.
	<p><u>Digitales Marketing: E-Competence & Social Media (E) /ILV / LV-Nr: MKV 4 / 3.Semester / ECTS: 4</u></p> <ul style="list-style-type: none"> • Beilharz, F. (2021). Crashkurs Digitales Marketing: Social. Local. Mobile.. Freiburg: Haufe-Lexware. • Kingsnorth, S. (2022). Digital marketing strategy: An integrated approach to online marketing. London, UK: Kogan Page. • Wirtz, J. (2023). Essentials of services marketing. Harlow, UK: Pearson. • Wirtz, J., & Lovelock, C. (2022). Services marketing: People, technology, strategy. Hackensack, NJ: World Scientific.
	<p><u>Sales & Customer Relationship Management (E) /ILV / LV-Nr: MKV 5 / 3.Semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • Brodersen, L. (2022). Customer Relationship Management (CRM) in der Praxis: Begriffe, Grundlagen, Verfahren - Von Analyse bis Zufriedenheit. Hamburg: Cardo Verlag. • Buttle, F., & Maklan, S. (2019). Customer relationship management: Concepts and technologies. Abingdon, OX: Routledge. • Kumar, V., & Reinartz, W. (2018). Customer relationship management: Concept, strategy, and tools. Berlin-Heidelberg: Springer Verlag. • Pufahl, M. (2019). Sales Performance Management: Exzellenz im Vertrieb mit ganzheitlichen Steuerungskonzepten. Wiesbaden: Springer Verlag.
	<p><u>Strategy Development & Execution /ILV / LV-Nr: MKV 3 / 2.Semester / ECTS: 4</u></p> <ul style="list-style-type: none"> • Berens, A., & Bolk, C. (2023). Content Creation mit KI: Das neue Buch zu ChatGPT, DALL-E, DeepL Write und Co. Einsatz im Marketing, Redaktion, Content-Erstellung, Recherche und mehr. Bonn: Rheinwerk Verlag. • Kirf, B., Eicke, K.-N., & Schömburg, S. (2020). Unternehmenskommunikation im Zeitalter der digitalen Transformation: Wie Unternehmen interne und externe Stakeholder heute und in Zukunft erreichen. Wiesbaden: Springer Verlag. • Löffler, M., & van Tübbbergen, C. (2023). Content 360 Grad: Das Praxishandbuch für Content-Strategie und Content-Marketing – für alle Content-Disziplinen von Text bis Podcast. Bonn: Rheinwerk Verlag. • Salzer, E., Johannsen, K., & Reinhold, T. (2023). Erfolgsfaktor Unternehmenskommunikation: Alles, was Entscheider wissen müssen. Wiesbaden: Springer Verlag.
Acquisition of skills	<p><u>Marketing (E) /ILV / LV-Nr: MKV 1 / 1.Semester / ECTS: 3</u></p> <p>The students</p> <ul style="list-style-type: none"> • Know the problems and solutions of marketing management. • Have mastered the instruments of the marketing mix. • Know the basic features of consumer behavior and question marketing approaches from an ethical point of view. • Understand the influence of digital marketing on corporate strategy.
	<p><u>Market Analysis & Brand Management (E) /ILV / LV-Nr: MKV 2 / 2.Semester / ECTS: 3</u></p>

The students

- know different qualitative and quantitative methods of market research.
- can develop market research concepts and apply the necessary instruments for implementation.
- know qualitative and quantitative methods of analysis.
- can prepare a final report on a market research project.
- know the basic strategies and instruments of brand building and brand management.
- know the psychological and emotional background of brands.
- know the approaches to monetary measurement of brand equity.
- can independently develop strategies for brand building and evaluate concepts for brand management.

Acquisition of skills	<p><u>Digitales Marketing: E-Competence & Social Media (E) /ILV / LV-Nr: MKV 4 / 3.Semester / ECTS: 4</u></p> <p>The students</p> <ul style="list-style-type: none"> • know the modern methods of e-marketing and social media marketing. • know the context of online marketing strategies. • can apply the concept of 4P, 5P and/or 7P to e-Marketing. • know the necessary organizational requirements for successful e-Marketing. • can independently develop and evaluate e-marketing strategies. • know the differences between the various types of products and industries. • can evaluate and develop a technical marketing and sales concept on their own. • know the instruments of marketing capital goods and services.
	<p><u>Sales & Customer Relationship Management (E) /ILV / LV-Nr: MKV 5 / 3.Semester / ECTS: 2</u></p> <p>The students</p> <ul style="list-style-type: none"> • Are familiar with the basic concepts of sales management and customer loyalty management. • Can classify and evaluate the structure of a sales organization. • Are familiar with the context and the diverse requirements placed on sales employees. • Know the background of the CRM approach and understand the challenges and advantages of a CRM system. • Can evaluate CRM implementation projects on the basis of success factors. • Know the possible applications of digitization in CRM.
	<p><u>Strategy Development & Execution /ILV / LV-Nr: MKV 3 / 2.Semester / ECTS: 4</u></p> <p>The students</p> <ul style="list-style-type: none"> • know the basics of corporate communication. • know the most important theoretical approaches as well as instruments of strategic planning and optimization of corporate communication. • can identify and apply communication-relevant measures for crisis prevention and handling. • understand how digitalization influences and changes corporate communications. • know which digital media can be used for corporate communications. • know what content creation means and can distinguish the term from content manager. • can create texts, blog articles and posts for distribution via social media. • can create videos and photos which can be used for social media. • know how to plan and manage social media profiles.
Course contents	<p><u>Marketing (E) /ILV / LV-Nr: MKV 1 / 1.Semester / ECTS: 3</u></p> <p>Teaching the fundamentals of marketing under the following aspects:</p> <ul style="list-style-type: none"> • Definition and application areas of marketing • Importance and tasks of marketing in the 21st century • Social responsibility and ethics in marketing • Strategic marketing / market segmentation • Analysis of buyer behavior in consumer goods markets • Marketing mix (4P) • International marketing • Market orientation in corporate culture and leadership • Future prospects of marketing
	<p><u>Market Analysis & Brand Management (E) /ILV / LV-Nr: MKV 2 / 2.Semester / ECTS: 3</u></p> <p>Part A: Fundamentals of market research</p> <ul style="list-style-type: none"> • Definition and goals of market research and differentiation from opinion research • Phases of market research • Methods of market research (secondary market research, primary market research) • Process steps within a market research project <p>Part B: Methods & procedures of market research</p> <ul style="list-style-type: none"> • Market research methods (structural analyses, measurement of use and distribution, demand and consumption analyses, image analyses, measurement of attitudes, intentions and behavioral parameters) • Analysis methods (univariate methods [frequency counts, frequency distribution], bivariate methods [cross tables, correlation, simple regression analysis]) • Market research methods (survey and analysis of demographics, social structures, purchasing power, education, family structures; surveys; image analyses; focus groups; biometric test and measurement methods; experimental product tests; behavioral observations and analyses) <p>Part C: Fundamentals of Brand Management</p> <ul style="list-style-type: none"> • Definition of the term brand • The concept of brand equity (brand value, reputation vs. brand equity) • Measuring brand equity (measuring brand equity, brand awareness, brand association, qualitative and quantitative approaches, brand tracking, brand authenticity) <p>Part D: Brand Management & Development.</p> <ul style="list-style-type: none"> • The 8 stages of brand development • Brand positioning • Brand name, brand logo and brand elements • Brand experience and brand strategies • The 5 stages of brand extension • Co-branding • The 3 perspectives of brand innovation

	<p><u>Digitales Marketing: E-Competence & Social Media (E) /ILV / LV-Nr: MKV 4 / 3.Semester / ECTS: 4</u></p> <p>Part A: Digital Marketing</p> <ul style="list-style-type: none">• Background knowledge on e-commerce (customer expectations and requirements; social, legal & ethical issues).• Online and social media marketing strategies• Online and social media goals
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<p>Course contents</p>	<ul style="list-style-type: none"> • Digital marketing tactics (search engine optimization [SEO], content marketing, inbound marketing, social media marketing, pay-per-click, affiliate marketing, native advertising, email marketing, online PR) • e-Marketing mix and extension of the 4P in the online context • Organizational requirements for digital and online marketing • Monitoring, measurement, online reputation management & public relations <p>Part B: Services Marketing:</p> <ul style="list-style-type: none"> • Basics of B2B marketing • Buying behavior in business markets / Organizational sourcing behavior • Instruments of B2B marketing • Information acquisition & uncertainty as behavior-determining characteristics • Analysis of the buying center • Special features of services marketing • Concepts of services marketing • Information basics of services marketing • Operational services marketing & instruments <hr/> <p><u>Sales & Customer Relationship Management (E) /ILV / LV-Nr: MKV 5 / 3.Semester / ECTS: 2</u></p> <p>The lecture offers an overview of the topics of sales management and customer loyalty management, especially in the SME environment and with special emphasis on the following topics:</p> <ul style="list-style-type: none"> • Tools and methods of sales management • Structure, organization and optimization of the sales structure • Recruitment & further development of sales employees • Sales policy objectives and strategies • Sales and negotiation process in distribution • Area of responsibility of customer relationship management • Quality and satisfaction measurement as a basis for CRM • Success factors for the introduction of a CRM system taking into account data protection aspects, digitalization and Industry 4.0 <hr/> <p><u>Strategy Development & Execution /ILV / LV-Nr: MKV 3 / 2.Semester / ECTS: 4</u></p> <p>Part A: Corporate communications</p> <ul style="list-style-type: none"> • Corporate strategies (attack and defense strategies incl. digitalization) • Development strategies (cooperation strategies, competition, internationalization strategies) • Divisional strategies (procurement, production, marketing, human resources, finance and R&D strategies) • Content steps of the strategic management process; strategic analysis. <p>Part B: Content Creation</p> <ul style="list-style-type: none"> • Definition of content creation and differentiation from content management • Creation of texts, blog articles, posts for social media • Creation of visual and auditory content (videos, photos, podcasts, graphics, etc.) • Planning and management of social media profiles
<p>Teaching and learning methods</p>	<p><u>Marketing (E) /ILV / LV-Nr: MKV 1 / 1.Semester / ECTS: 3</u></p> <p>33 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</p> <hr/> <p><u>Market Analysis & Brand Management (E) /ILV / LV-Nr: MKV 2 / 2.Semester / ECTS: 3</u></p> <p>25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</p> <hr/> <p><u>Digitales Marketing: E-Competence & Social Media (E) /ILV / LV-Nr: MKV 4 / 3.Semester / ECTS: 4</u></p> <ul style="list-style-type: none"> • 25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used. <hr/> <p><u>Sales & Customer Relationship Management (E) /ILV / LV-Nr: MKV 5 / 3.Semester / ECTS: 2</u></p> <p>25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</p> <hr/> <p><u>Strategy Development & Execution /ILV / LV-Nr: MKV 3 / 2.Semester / ECTS: 4</u></p> <p>The course is conducted with presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures).</p> <ul style="list-style-type: none"> • In addition, the students will solve and present problems in group work, which will be discussed in the plenum. • Selected exercises are carried out to train the content based on real problems.
<p>Evaluation Methods Criteria</p>	<p><u>Marketing (E) /ILV / LV-Nr: MKV 1 / 1.Semester / ECTS: 3</u></p>

	<ul style="list-style-type: none">• Final exam and• Quiz
	<p><u>Market Analysis & Brand Management (E) /ILV / LV-Nr: MKV 2 / 2.Semester / ECTS: 3</u></p> <ul style="list-style-type: none">• Seminar paper and• Quiz

Evaluation Methods Criteria	<p><u>Digitales Marketing: E-Competence & Social Media (E) /ILV / LV-Nr: MKV 4 / 3.Semester / ECTS: 4</u></p> <ul style="list-style-type: none"> • Final exam and • Quiz
	<p><u>Sales & Customer Relationship Management (E) /ILV / LV-Nr: MKV 5 / 3.Semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • Final exam and • Quiz
	<p><u>Strategy Development & Execution /ILV / LV-Nr: MKV 3 / 2.Semester / ECTS: 4</u></p> <ul style="list-style-type: none"> • Seminar paper and • Project documentation

Module number:	Entrepreneurship & Sustainability	Scope:	
EGM		23	ECTS
Degree program	University of Applied Sciences Bachelor's Program Leadership & Business Management full-time		
Position in the curriculum	1. Semester		
	2. Semester		
	3. Semester		
	4. Semester		
Level	1. Semester: Bachelor / 2. Semester: Bachelor / 3. Semester: k.A. / 4. Semester: Bachelor		
Previous knowledge	1. Semester: None / 2. Semester: None / 3. Semester: None / 4. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Business Models: Analysis & Application /ILV / LV-Nr: EGM 5 / 4.Semester / ECTS: 4</u> <ul style="list-style-type: none"> • Friedrichsen, M. (2024). Digitale Ökonomie und Transformation: Disruptive Geschäftsmodelle und neue Arbeitswelten im digitalen Business. Wiesbaden: Springer Verlag. • Hofmeister, C. (2022). Digital Business Modelling: Digitale Geschäftsmodelle verstehen, designen, bewerten. München: Carl Hanser Verlag. • Kollmann, T. (2022). Digital Business: Grundlagen von Geschäftsmodellen und –prozessen in der Digitalen Wirtschaft. Wiesbaden: Springer Verlag. • Ronteau, S., Muzellec, L., Saxena, D., & Trabucchi, D. (2023). Digital business models: The new value creation and capture mechanism of the 21st century. Berlin/Boston: Walter de Gruyter. 		
	<u>Company Transfer & Succession /ILV / LV-Nr: EGM 6 / 4.Semester / ECTS: 4</u> <ul style="list-style-type: none"> • Baus, K. (2023). Die Familienstrategie: Wie Familien ihr Unternehmen über Generationen sicher. Wiesbaden: Springer Verlag. • Cauffman, L. (2022). Developing and sustaining a successful family business: A solution-focues guide. Abingdon, OX: Routledge. • Märk, S., & Situm, M. (2018). Familienunternehmen und ihre Stakeholder: Problemstellung – Lösungsmodelle – Praktische Umsetzung. Berlin-Heidelberg: Springer Verlag. • Rösen, T., Kleve, H., von Schlippe, A. (2021). Managing business family dynasties: Between family, organisation, and network. Berlin-Heidelberg: Springer Verlag. • Weishaupt, M. (2022). Erfolgreich trotz Familie: Wie Sie gravierende Fehler in Familienunternehmen vermeiden und Generationen überstehen. Kindle. 		
	<u>Fundamentals of entrepreneurship /ILV / LV-Nr: EGM 1 / 1.Semester / ECTS: 3</u> <ul style="list-style-type: none"> • Fritsch, M., & Wyrwich, M. (2021). Entrepreneurship: Theorie, Empirie, Politik. Wiesbaden: Springer Verlag. • Greene, F. J. (2020): Entrepreneurship: Theory and practice. Lonon, UK: Red Globe Press. • Grundwald, A., & Kopfmüller, J. (2022). Nachhaltigkeit. Frankfurt/New York: Campus Verlag. • Nzembayie, K. F., & Buckley, A. P. (2022). Digital entrepreneurship: Disruption and new venture creation. Glos, UK: Edward Elgar. • Hinrichs, B. (2021). Nachhaltigkeit als Unternehmensstrategie: Roadmap für unternehmerische Nachhaltigkeit & Innovation. Freiburg: Haufe-Lexware. 		
	<u>Product & Innovation Management /ILV / LV-Nr: EGM 3 / 2.Semester / ECTS: 3</u> <ul style="list-style-type: none"> • Gaubinger, K. (2021). Hybrides Innovationsmanagement für den Mittelstand in einer VUCA-Welt: Vorgehensmodelle – Methoden – Erfolgsfaktoren – Praxisbeispiele. Berlin: Springer Verlag. • Hauschildt, J., Salomo, S., Schultz, C., & Kock, A. (2023). Innovationsmanagement. München: Verlag Franz Vahlen. • Keite, L. (2022). Produktmanagement im digitalen Zeitalter: Leitfaden zur effizienten Steuerung von Produkten und Dienstleistungen während des gesamten Produktlebenszyklus. Freiburg: Haufe-Lexware. • Wobser, G. (2022). Agiles Innovationsmanagement: Dilemmata überwinden, Ambidextrie beherrschen und mit Innovationen langfristig erfolgreich sein. Berlin: Springer Verlag. 		
	<u>Start-up Management /ILV / LV-Nr: EGM 2 / 2.Semester / ECTS: 5</u> <ul style="list-style-type: none"> • Heyn, D. (2022). Agiles Projektmanagement: Der Schlüssel zum Erfolg. Berlin: Loewenstein International. • Kailer, N., & Weiß, G. (2018). Gründungsmanagement kompakt: Von der Idee zum Businessplan. Wien: Linde Verlag. • Kollmann, T. (2022). Digital Entrepreneurship: Grundlagen der Unternehmensgründung in der Digitalen Wirtschaft. Wiesbaden: Springer Verlag. • Kuster, J., Bachmann, C., Hubmann, M., Lippmann, R., & Schneider, P. (2022). Handbuch Projektmanagement: Agil – Klassisch – Hybrid. Berlin: Springer Verlag. 		

	<p><u>Supply Chain Management /ILV / LV-Nr: EGM 4 / 3.Semester / ECTS: 4</u></p> <ul style="list-style-type: none">• Gadatsch, A. (2023). Grundkurs Geschäftsprozess-Management: Analyse, Modellierung, Optimierung und Controlling von Prozessen. Wiesbaden: Springer Verlag.• Glitsch, S. (2023). Geschäftsprozesse erkennen, verstehen und optimieren: Mit grafischem Prozessmodell. Stuttgart: Schäffer-Poeschel Verlag.• Hohmann, S. (2022). Logistik- und Supply Chain Management: Grundlagen, Theorien und quantitative Aufgaben. Wiesbaden: Springer Verlag.• Kamram, Q. (2021). Strategic value chain management: Models for competitive advantage. London, UK: Kogan Page.• Werner, H. (2020). Supply Chain Management: Grundlagen, Strategien, Instrumente und Controlling. Wiesbaden: Springer Verlag.
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Acquisition of skills	<p><u>Business Models: Analysis & Application /ILV / LV-Nr: EGM 5 / 4.Semester / ECTS: 4</u></p> <p>The students</p> <ul style="list-style-type: none"> • Understand and apply the methods of business model innovation (metamodel, process model, techniques and results). • Are able to analyze a (digital) business model and develop/implement their own business models. • Are able to reflect on the results independently.
	<p><u>Company Transfer & Succession /ILV / LV-Nr: EGM 6 / 4.Semester / ECTS: 4</u></p> <p>The students</p> <ul style="list-style-type: none"> • know the definitions of a family business. • know the characteristics of family businesses. • understand the difference between family businesses and non-family businesses. • know relevant theoretical models to describe family businesses. • know the phases of the succession process, especially in family businesses. • understand the specific problems and solution approaches in the management and handover of family businesses. • know the legal, management-oriented and socio-psychological issues and problem-solving approaches. • are able to recognize the essential factors of successful succession processes in family businesses and to apply appropriate implementation concepts. • are able to implement the variants of the takeover and succession process, if necessary, in their own future takeover and succession planning.
	<p><u>Fundamentals of entrepreneurship /ILV / LV-Nr: EGM 1 / 1.Semester / ECTS: 3</u></p> <p>The students</p> <ul style="list-style-type: none"> • are familiar with the conceptual foundations of entrepreneurship research and are able to distinguish and explain concepts such as entrepreneurship, entrepreneurship, management, etc. from one another. • are familiar with the findings on the economic significance of entrepreneurship in Austria and Germany. • are familiar with alternative forms of business start-up, such as business start-up, take-over start-up, spinn-off start-up, MBI/MBO, franchise start-up. • have knowledge about the typical focal points and problems in the different phases of the process of founding a company. • are able to identify necessary entrepreneurship skills and evaluate potential business ideas for their feasibility. • are familiar with the basic terminology in start-up management in general and with start-up planning in particular. • know the building blocks in the development of a business concept and in start-up planning. • are able to identify necessary entrepreneurship skills and evaluate potential business ideas for feasibility. • are familiar with current concepts and trends in entrepreneurship. • know the basics of "sustainable development". • know the possibilities of integrating sustainability into corporate management (CRM). • know the basics of social entrepreneurship.
	<p><u>Product & Innovation Management /ILV / LV-Nr: EGM 3 / 2.Semester / ECTS: 3</u></p> <p>The students</p> <ul style="list-style-type: none"> • Know the basic strategies and instruments of product and innovation management. • Know concepts and methods for market-oriented product development. • Can assess the organizational anchoring of product and innovation management. • Know the organizationally necessary backgrounds for the emergence of innovations. • Can apply product lifecycle management methods. • Understand the influence of industry 4.0 and digitization on the product & innovation management process of companies.
	<p><u>Start-up Management /ILV / LV-Nr: EGM 2 / 2.Semester / ECTS: 5</u></p> <p>The students</p> <ul style="list-style-type: none"> - are familiar with the basic terminology in start-up management in general and with start-up planning in particular. - have knowledge of the typical focal points and problems in the various phases in the process of founding a company. - know the building blocks in the development of a business concept and in start-up planning. - know the meaning and content expectations of business plans. - are able to develop solution strategies for the typical bottleneck areas of business start-ups such as location, legal form, marketing and financing decisions. - are able to successfully apply their knowledge in practical projects. - are able to define, design, plan, implement and evaluate projects with low complexity. - are able to structure and plan projects and use team members in a meaningful way. - are able to manage projects responsibly with the help of suitable project planning software. - are able to prepare a requirements specification and a final report. - understand the difference between classic and agile project management. - are able to use and apply agile methods in project management.

	<p><u>Supply Chain Management /ILV / LV-Nr: EGM 4 / 3.Semester / ECTS: 4</u></p> <p>The students</p> <ul style="list-style-type: none"> • know the basic procedures and methods of the resource management process in the areas of procurement, production and logistics. • know the procedures for structuring and optimizing the supply chain. • know the individual processes in procurement, production, warehousing and logistics. • understand the importance of supply chain management for business success. • can calculate and interpret relevant key figures from supply chain management and evaluate their results. • understand the influence and possibilities of Industry 4.0 and digitalization on supply chain management. • know essential enterprise resource planning systems. • know the basics of integrated standard business software. • are able to assess the selection, introduction and adaptation of ERP systems. • are able to assess and evaluate the use of alternative variants in the operational use of entrepreneurial reality. • are able to recognize and understand the relevance of Industry 4.0 and digitalization on information systems and
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Acquisition of skills	business processes.
Course contents	<p><u>Business Models: Analysis & Application /ILV / LV-Nr: EGM 5 / 4.Semester / ECTS: 4</u></p> <p>Part A: Fundamentals of business modeling:</p> <ul style="list-style-type: none"> • Characteristics, elements and levels of business models • Working with current business model concepts: Business Model Canvas • Value Proposition Design • Business Model Navigator, Business Model Kit, Lean Startup, Design Thinking, Sprint, "AndersArtigkeit" etc. <p>Part B: Analysis and development of business models:</p> <ul style="list-style-type: none"> • Development and evaluation of business ideas (trend research, future industries, etc.) • Procedure for business model innovation • Special features of business model development: e.g. digital business modeling, high-tech start-ups, web-based business models, service-based business models; <p>Part C: Examples of innovative business models Examples from the business-to-consumer sector; examples from the business-to-business sector. Examples for small and medium-sized enterprises</p>
	<p><u>Company Transfer & Succession /ILV / LV-Nr: EGM 6 / 4.Semester / ECTS: 4</u></p> <p>Part A: Basics</p> <ul style="list-style-type: none"> • Meaning and definition of family businesses • Strengths and weaknesses of family businesses / shareholder value vs. stewardship approach • Positioning and strategy; leadership behavior in family businesses • Selected practical examples and reflection <p>Part B: Handover and takeover process</p> <ul style="list-style-type: none"> • Dynamics of family businesses based on selected models (circle model, life cycle model, familiness construct, strategic management, bulls eye approach) • Role models in the context of company handovers & successions • Company succession as a potential crisis situation for the family business • Possible forms of business succession (external vs. internal) • Success and failure factors of a successful business handover or takeover
	<p><u>Fundamentals of entrepreneurship /ILV / LV-Nr: EGM 1 / 1.Semester / ECTS: 3</u></p> <p>Part A: Conceptual basics:</p> <ul style="list-style-type: none"> • Entrepreneurship and the path to it • Entrepreneurship and intrapreneurship: terms and distinction • The Entrepreneur / the Intrapreneur: Characteristics, Meaning, Image • Types and forms of entrepreneurship <p>Part B: Significance of entrepreneurial activity:</p> <ul style="list-style-type: none"> • Quantitative and qualitative stocktaking in Austria/Germany. • Derivation of success factors & reasons for failure • Analysis of the general conditions for entrepreneurship <p>Part C: Trends and developments in entrepreneurship:</p> <ul style="list-style-type: none"> • Model of entrepreneurship competencies • Current concepts in entrepreneurship (Business Model Canvas, Value Proposition Design, Lean Startup, Growth Hacking etc.) <p>Part D: Sustainable Development & Social Entrepreneurship</p> <ul style="list-style-type: none"> • Model of sustainable development • Sustainability as a competitive factor • Operational sustainability management: systems, concepts and instruments of sustainable corporate management in different functional areas • Definition of social entrepreneurship and overview of the subject area and its future relevance for society

	<p><u>Product & Innovation Management /ILV / LV-Nr: EGM 3 / 2.Semester / ECTS: 3</u></p> <p>Part A.) Fundamentals</p> <ul style="list-style-type: none">• Concept and definition of product & innovation management• Goals of product & innovation management• Tasks of product & innovation managers <p>Part B.) Product & innovation strategies and innovation culture</p> <ul style="list-style-type: none">• Corporate product & innovation strategy• Innovation culture, innovation teams & innovation controlling• Product life cycle & portfolio technology• Industry 4.0 and digitization in product & innovation management <p>Part C.) Innovation processes</p> <ul style="list-style-type: none">• Research & technology development• Pre-development, product development & service development• Open innovation• Lead User Method• Innovation networks• Disruptions in the innovation process <p>Part D.) Idea management & creativity techniques</p> <ul style="list-style-type: none">• Idea collection and evaluation• Creativity and thought models (TRIZ, Mind-Mapping, 6-Hats Method, Walt-Disney Method, Morphological Box, Bionics, Osborn Checklist, Design Thinking)
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<p>Course contents</p>	<p><u>Start-up Management /ILV / LV-Nr: EGM 2 / 2.Semester / ECTS: 5</u></p> <p>Part A: Basics of business planning:</p> <ul style="list-style-type: none"> • Importance and prevalence of business plans. • Main content: Factual and financial concept • Procedure for the preparation of a business plan • Sample outlines for business plans: Tailor-made use • Tips, tools and sample templates. <p>Part B: The factual concept:</p> <ul style="list-style-type: none"> • Developing the substantive building blocks of the business plan: Executive Summary • Product and service, USP • Company & Founder • Constitutive decisions (location, legal form, company mergers, etc.) • Analysis of industry, market and competition • Marketing: market entry and marketing mix • Management & organization, implementation planning • Opportunities and risks, development scenarios <p>Part C: In-depth topics:</p> <ul style="list-style-type: none"> • Basic decisions as part of start-up planning • Special features of start-up financing • Start-up competitions and networks <p>Part D: Agile Project Management:</p> <ul style="list-style-type: none"> • Importance of project management for companies • Project definition & demarcation to the project order / project planning & organization • Roles & responsibilities in the project • Project execution and controlling / - Project closure • Success factors project management • Contents project manual • Time management & stress factors in projects • Creation of time and milestone plan with the help of software • Building an agile mindset with values and principles • Scrum and Scrum roles (product owner, development team, Scrum master) • Application of agile techniques (use cases, personas, burn up chart, cumulative flow diagram, earned value analysis) • Basics of Kanban and Scrum
	<p><u>Supply Chain Management /ILV / LV-Nr: EGM 4 / 3.Semester / ECTS: 4</u></p> <p>Part A.) Basics:</p> <ul style="list-style-type: none"> • Definition and historical development of supply chain management • Differentiation of supply chain management from related concepts (e.g. value chain, logistics chain, customer relationship management, etc.) • Structuring, tasks and objectives of supply chain management • Motives for the development of supply chains (maverick buying, transaction costs, bullwhip effect, globalization) • Material flow analysis in supply chains • Design models of supply chain management <p>Part B.) Strategies of Supply Chain Management</p> <ul style="list-style-type: none"> • Vertical and horizontal cooperation strategies • Supply strategies (e.g. Efficient Consumer Response, CRM and Mass Customization, Postponement, Sourcing strategies, Procurement strategies, E-Supply Chains) • Strategies of disposal and recycling <p>Part C.) Supply chain management tools:</p> <ul style="list-style-type: none"> • Inventory reduction tools (e.g., decomposition of inventory, movement analysis, etc.). • Instruments for freight cost reduction, information gathering, quality assurance and IT support <p>Part D.) Industry 4.0 & Digitalization in Supply Chain Management</p> <ul style="list-style-type: none"> • Key technologies in supply chain management (e.g. advanced planning systems, cyber-physical systems, embedded systems, supply chain visibility etc.) • Smart supply chain <p>Part E.) Controlling of the Supply Chain</p> <ul style="list-style-type: none"> • Basics of cost tracking • Key figure management in the supply chain • Key figure typology of the supply chain <p>Part F: Process Modeling:</p> <ul style="list-style-type: none"> • Operational requirements in information management of operational and planning tasks • Overview of the structure and functional scope of typical ERP systems (company codes, business areas, processes) • Procedure for customizing an operational information system • Tool support and practical exercises on an ERP system.
<p>Teaching and learning methods</p>	<p><u>Business Models: Analysis & Application /ILV / LV-Nr: EGM 5 / 4.Semester / ECTS: 4</u></p> <ul style="list-style-type: none"> • 20 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.

	<p><u>Company Transfer & Succession /ILV / LV-Nr: EGM 6 / 4.Semester / ECTS: 4</u></p> <p>33 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</p>
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Teaching and learning methods	<p><u>Fundamentals of entrepreneurship /ILV / LV-Nr: EGM 1 / 1.Semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • 25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.
	<p><u>Product & Innovation Management /ILV / LV-Nr: EGM 3 / 2.Semester / ECTS: 3</u></p> <p>5 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</p> <ul style="list-style-type: none"> • A business idea and a business model based on it are developed. Within this framework, instruments and techniques discussed so far are applied.
	<p><u>Start-up Management /ILV / LV-Nr: EGM 2 / 2.Semester / ECTS: 5</u></p> <p>33 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</p>
	<p><u>Supply Chain Management /ILV / LV-Nr: EGM 4 / 3.Semester / ECTS: 4</u></p> <ul style="list-style-type: none"> • 25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used. • Selected case studies are worked on in groups, presented and discussed in plenary sessions.
Evaluation Methods Criteria	<p><u>Business Models: Analysis & Application /ILV / LV-Nr: EGM 5 / 4.Semester / ECTS: 4</u></p> <ul style="list-style-type: none"> • Final presentation and • Term paper
	<p><u>Company Transfer & Succession /ILV / LV-Nr: EGM 6 / 4.Semester / ECTS: 4</u></p> <ul style="list-style-type: none"> • Seminar paper and • Quiz
	<p><u>Fundamentals of entrepreneurship /ILV / LV-Nr: EGM 1 / 1.Semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Term paper • Presentation • Quiz
	<p><u>Product & Innovation Management /ILV / LV-Nr: EGM 3 / 2.Semester / ECTS: 3</u></p> <p>Final presentation and</p> <ul style="list-style-type: none"> • Final report
	<p><u>Start-up Management /ILV / LV-Nr: EGM 2 / 2.Semester / ECTS: 5</u></p> <ul style="list-style-type: none"> • Project documentation • Final report
	<p><u>Supply Chain Management /ILV / LV-Nr: EGM 4 / 3.Semester / ECTS: 4</u></p> <ul style="list-style-type: none"> • Final exam • Seminar work

Module number:	Financial Management	Scope:	
FIN		14	ECTS
Degree program	University of Applied Sciences Bachelor's Program Leadership & Business Management full-time		
Position in the curriculum	1. Semester		
	2. Semester		
	3. Semester		
	4. Semester		
Level	1. Semester: Bachelor / 2. Semester: Bachelor / 3. Semester: Bachelor / 4. Semester: Bachelor		
Previous knowledge	1. Semester: none / 2. Semester: None / 3. Semester: None / 4. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Data-based business management /ILV / LV-Nr: FIN 1 / 1.Semester / ECTS: 4</u> <ul style="list-style-type: none"> • Bamberg, G., Baur, F., & Krapp, M. (2022). Statistik: Eine Einführung für Wirtschafts- und Sozialwissenschaftler. Berlin/Boston: Walter de Gruyter GmbH. • Braunecker, C. (2021). How to do empirische Sozialforschung: Eine Gebrauchsanleitung. Wien: Facultas Verlags- und Buchhandel AG. • Häder, M. (2019). Empirische Sozialforschung: Eine Einführung. Wiesbaden: Springer Verlag. • Schira, J. (2021). Statistische Methoden der VWL und BWL: Theorie und Praxis. München: Pearson Deutschland GmbH. • Sibbertsen, P., & Lehne, H. (2021). Statistik: Einführung für Wirtschafts- und Sozialwissenschaftler. Berlin-Heidelberg: Springer Verlag. 		
	<u>International Finance & Risk Management /ILV / LV-Nr: FIN 3 / 3.Semester / ECTS: 4</u> <ul style="list-style-type: none"> • Bösch, M. (2019). Globalisierung und Internationales Finanzmanagement: Umfeld, Investition, Finanzierung und Risikomanagement. Stuttgart: Schäffer Poeschel. • Gleißner, W. (2022). Grundlagen des Risikomanagements: Handbuch für ein Management unter Unsicherheit. München: Franz Vahlen Verlag. • Hopkin, P., & Thompson, C. (2022). Fundamentals of risk management: Understanding, evaluating and implementing effective enterprise risk management. London, UK: Kogan Page. • Krugman, P. R., Obstfeld, M., & Melitz, M. J. (2023). International finance: Theory and policy. Essex, UK: Pearson. • Vanini, U., & Rieg, R. (2021). Risikomanagement: Grundlagen - Instrumente - Unternehmenspraxis. Stuttgart: Schäffer-Poeschel. 		
	<u>Investment & Financing /ILV / LV-Nr: FIN 2 / 2.Semester / ECTS: 3</u> <ul style="list-style-type: none"> • Becker, H. P., & Peppmeier, A. (2022). Investition und Finanzierung: Grundlagen der betrieblichen Finanzwirtschaft. Wiesbaden: Springer Verlag. • Flotho, S. (2021). Wirtschaftsmathematik: Einfach und verständlich. Wiesbaden: Springer Verlag. • Guserl, R., Pernsteiner, H., & Brunner-Kirchmair, T. M. (2022). Finanzmanagement: Grundlagen - Konzepte - Umsetzung. Wiesbaden: Springer Verlag. • Heitmann, D., Skill, T., & Weiß, C. (2022). Finanzmathematik: Eine Einführung für Mathematik, Wirtschaftswissenschaften und Praxis. Berlin-Heidelberg: Springer Verlag. • Poggensee, K (2022). Investitionsrechnung: Grundlagen - Aufgaben - Lösungen. Wiesbaden: Springer Verlag. 		
	<u>Value-Oriented Management Control /ILV / LV-Nr: FIN 4 / 4.Semester / ECTS: 3</u> <ul style="list-style-type: none"> • Ballwieser, W., & Hachmeister, D. (2021). Unternehmensbewertung: Prozess, Methoden und Probleme. Stuttgart: Schäffer-Poeschel Verlag. • Paugam, L., André, P., Phillipe, H., & Harfouche, R. (2018). Brand valuation. Abingdon, OX: Routledge. • Wöltja, J. (2021). Schnelleinstieg Unternehmensbewertung und Finanzkennzahlen. Freiburg: Haufe Verlag. 		
Acquisition of skills	<u>Data-based business management /ILV / LV-Nr: FIN 1 / 1.Semester / ECTS: 4</u>		

	<p>The students</p> <ul style="list-style-type: none">• know different forms of scientific knowledge acquisition and are able to formulate empirical research questions appropriately.• are able to plan and apply methodological procedures in the research process.• are able to design and apply appropriate selection, collection, processing and evaluation procedures.• know the quality criteria of quantitative and qualitative social research and are able to apply them correctly in the context of the seminar and bachelor theses to be written.• are able to structure and compile larger data sets using a spreadsheet program.• are able to analyze statistical data using a spreadsheet program.• have basic knowledge of quantitative methods in economics and basic knowledge of statistical methods and procedures for describing and analyzing economic data.• are able to apply descriptive statistics and selected test procedures.
	<p><u>International Finance & Risk Management /ILV / LV-Nr: FIN 3 / 3.Semester / ECTS: 4</u></p> <p>International Finance: Students will</p> <ul style="list-style-type: none">• know short-, medium- and long-term financing instruments.• are able to evaluate the financial and economic situation of a company based on the analysis of annual financial statements.• know the basic features of the credit risk process from the perspective of credit institutions.• know the basic features of a company rating.• are able to calculate and negotiate financing costs.

Acquisition of skills	<p>Risk Management: Students will</p> <ul style="list-style-type: none"> • know the legal basis and framework for risk management. • are able to assign tasks to the individual phases of a risk management cycle. • can identify and typologize different types of risks. • can quantify and assess risks. • can create and interpret a risk matrix. • can derive measures for risk control. • understand the basics of risk controlling. • know the basics of resilience management.
	<p><u>Investment & Financing /ILV / LV-Nr: FIN 2 / 2.Semester / ECTS: 3</u></p> <p>The students</p> <ul style="list-style-type: none"> • can graphically represent and interpret linear and special functions. • can transform mathematical formulas. • can calculate simple interest and compound interest. • understand the concepts of net present value and present value. • can calculate annuities of long-term financing and create an amortization schedule. • understand the relationship between balance sheet, profit and liquidity. • know the basic concepts and fundamentals of financial planning. • can calculate cash flows and interpret cash flow statements. • recognize the basic problems in investment decisions. • can apply static and dynamic investment calculation methods. • understand the time value of money and the fundamentals of compound interest calculation and discounting. • know the financing forms at a glance and their advantages and disadvantages. • are able to assess the effects of financing decisions on business objectives. • are able to assess essential forms of financing.
	<p><u>Value-Oriented Management Control /ILV / LV-Nr: FIN 4 / 4.Semester / ECTS: 3</u></p> <p>The students</p> <ul style="list-style-type: none"> • know the procedures of company and brand valuation. • know the value drivers of the company and brand value and know which approaches can be used to control them. • are able to determine the company value using the DCF method and the multiples method. • are able to evaluate the brand value of a company indicatively.
Course contents	<p><u>Data-based business management /ILV / LV-Nr: FIN 1 / 1.Semester / ECTS: 4</u></p> <p>Part A: Basics of scientific work:</p> <ul style="list-style-type: none"> - General rules of scientific work - Ethical aspects and plagiarism / use of artificial intelligence in the research process <p>Part B: Aspects and techniques:</p> <ul style="list-style-type: none"> - Finding a research gap - Literature research (books, journals, digital library, internet) - Introduction to literature management programs - Formulating research hypotheses and questions - Citation and citation styles - Objectification of research results <p>Part C: Content and structure of a scientific paper:</p> <ul style="list-style-type: none"> - Structure of a scientific paper - Statement of problem & relevance - Presentation of the aim of the work - Structure of the table of contents - List of figures and tables - Creating a list of sources and references - Other elements of a scientific paper (affidavit, abstract, appendix, etc.) <p>Part D: Statistics with spreadsheets:</p> <ul style="list-style-type: none"> - Setting up data and spreadsheets for statistical evaluations (data entry, automatic data generation, formatting, data structures) - Application of basic arithmetic operations to statistical data (addition, subtraction, division, multiplication, powers, etc.) - Use of selected special functions (e.g. financial mathematical or statistical functions) <p>Part E: Fundamentals of statistics</p> <ul style="list-style-type: none"> - Introduction to descriptive statistics (graphical representation of data and distributions, calculation of statistical central and dispersion measures, testing for normal distribution of data) and data interpretation - Introduction to inferential statistics (difference test for nominally, ordinal and cardinally scaled data) - Introduction to correlation and factor analysis <p>Part F: Structure of a data set and variable declaration:</p> <ul style="list-style-type: none"> - Design and structure of a data set for statistical analysis using software - Determination and development of variables (dependent, independent, dummy, interaction) and scaling (nominal, ordinal, interval, cardinal) - Application of basic statistical methods using data sets <p>The (theoretical) content is deepened through practical examples including software support.</p>

	<p><u>International Finance & Risk Management /ILV / LV-Nr: FIN 3 / 3.Semester / ECTS: 4</u></p> <p>Part A: International Finance</p> <ul style="list-style-type: none">• Theory of cost of capital (trade-off Theory vs. pecking-order theory, WACC concept, tax shield, cost of equity and
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	<p>cost of debt)</p> <ul style="list-style-type: none"> • CAPM, WACC & Enterprise Value • Equity vs. debt • Short and long-term financial instruments (overdraft, trade credit, factoring, long-term credit, leasing) • Financing costs (interest rate, interest rate structure, roll-over period, commitment fee, etc.) • Credit risk process (information asymmetry, adverse selection, moral hazard, creditworthiness, trustworthiness, rating) • Portfolio theory (risk & return, covariance & correlation, risk-return diagram, calculation of optimal portfolio) <p>Part B: Risk Management:</p> <ul style="list-style-type: none"> • Fundamentals (concept of risk, risk management, risk strategies). • Types of risks (classification of risks, description of individual risk types in detail) • Risk management process (basics, risk identification (risk inventory), risk assessment (risk map), risk evaluation, risk response, risk reporting) • Quantification of risks (risk assessment) (statistical basics, portfolio theory & Capital Asset Pricing Model (CAPM), Value-at-Risk, sensitivity analysis, Monte Carlo simulation) • Approaches or instruments for managing risks (risks in foreign trade, risks in accounts receivable management & credit risk, risks in interest rate management, risks in foreign exchange management) • Basics of resilience management (definition, measurement of resilience, approaches to implement resilience in the company).
<p>Course contents</p>	<p><u>Investment & Financing /ILV / LV-Nr: FIN 2 / 2.Semester / ECTS: 3</u></p> <p>Part A: Business Mathematics</p> <ul style="list-style-type: none"> • Figures or functions with one or more variables • Transforming and solving formulas and equations • Formulation of linear equations incl. graphical representation • Special mathematical functions (exponential function, logarithm etc.) • Introduction to interest calculations (simple interest, compound interest, compounding and discounting, annuity, amortization schedule) • Introduction to the concept of net present value and the net present value method <p>Part B: Financing</p> <ul style="list-style-type: none"> • Fundamentals and forms of financing at a glance • External financing instruments • Instruments of internal financing • Special features of start-up financing • Forms of financing under consideration of the company life cycle <p>Part C: Fundamentals of financial and liquidity management</p> <ul style="list-style-type: none"> • Investment & financing from the point of view of the annual financial statements and liquidity • Fundamentals of financial planning • Cash flow and cash flow statement <p>Part D: Investment</p> <ul style="list-style-type: none"> • Basic problems with investment decisions • Overview of investment calculation procedures • Cost/profit-oriented (static) investment calculations • Cash flow-oriented (dynamic) investment calculations • Qualitative investment evaluation - benefit analysis
	<p><u>Value-Oriented Management Control /ILV / LV-Nr: FIN 4 / 4.Semester / ECTS: 3</u></p> <p>Part A: Fundamentals of business valuation:</p> <ul style="list-style-type: none"> • Valuation object, valuation subject, valuation occasions and valuation purposes. • Principles of determining company values (relevance of the valuation purpose, reporting date principle, assets necessary for operations and assets not necessary for operations, transaction costs and income tax effects) • Overview of national and international standards (KFS/BW1, IDW S1, International Valuation Standards.) • Overview of business valuation methods (discounting methods: Discounted cash flow method, capitalized earnings method; multiplier method, liquidation value) and their practical application using selected examples. • Components of a valuation report (incl. documentation, working papers, declaration of completeness) <p>Part B: Basics of trademark valuation:</p> <ul style="list-style-type: none"> • Valuation object, valuation subject, valuation occasions and valuation purposes. • Principles of determining trademark values (relevance of the valuation purpose, principle of the reporting date, transaction costs and income tax effects) • Overview of national and international standards (IDW S5, ÖNORM A 6800, DIN ISO 10668.) • Special features due to integration of the financial, behavioral and legal perspectives • Overview of trademark valuation methods (market-oriented methods, capital value-oriented methods, cost-oriented methods) and their practical application using selected examples • Requirements for documentation and reporting (incl. documentation, working papers, declaration of completeness)
<p>Teaching and learning methods</p>	<p><u>Data-based business management /ILV / LV-Nr: FIN 1 / 1.Semester / ECTS: 4</u></p> <p>25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</p> <p><u>International Finance & Risk Management /ILV / LV-Nr: FIN 3 / 3.Semester / ECTS: 4</u></p>

• 25% of the course is covered by eLearning. A combination of online phases (inductive method for the independent acquisition of knowledge and for the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is conveyed via frontal lectures) is used.

Investment & Financing /ILV / LV-Nr: FIN 2 / 2.Semester / ECTS: 3

50 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.

Teaching and learning methods	<p><u>Value-Oriented Management Control /ILV / LV-Nr: FIN 4 / 4.Semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • 33 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.
Evaluation Methods Criteria	<p><u>Data-based business management /ILV / LV-Nr: FIN 1 / 1.Semester / ECTS: 4</u></p> <ul style="list-style-type: none"> • Final Exam and • Quiz
	<p><u>International Finance & Risk Management /ILV / LV-Nr: FIN 3 / 3.Semester / ECTS: 4</u></p> <ul style="list-style-type: none"> • Final exam and • Quiz
	<p><u>Investment & Financing /ILV / LV-Nr: FIN 2 / 2.Semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Final exam and • Quiz
	<p><u>Value-Oriented Management Control /ILV / LV-Nr: FIN 4 / 4.Semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Final exam and • Quiz

Module number:	Communication, Presentation & Rhetoric	Scope:	
LEA		12	ECTS
Degree program	University of Applied Sciences Bachelor's Program Leadership & Business Management full-time		
Position in the curriculum	1. Semester		
	3. Semester		
	4. Semester		
Level	1. Semester: Bachelor / 3. Semester: Bachelor / 3. Semester: k.A. / 4. Semester: Bachelor		
Previous knowledge	1. Semester: None / 3. Semester: None / 4. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Communication, Presentation & Rhetoric /ILV / LV-Nr: LEA 1 / 1.Semester / ECTS: 3</u> <ul style="list-style-type: none"> • Allhoff, D.-W., & Allhof, W. (2021). Rhetorik & Kommunikation: Ein Lehr- und Übungsbuch. München: Ernst Reinhardt Verlag. • Becher, F. (2020). Rhetorik im Job: Der Baukasten für erfolgreiche Reden und Gespräche. Freiburg: Haufe-Lexware GmbH & Co. KG. • Brockmann, L. (2023). Rhetorik macht erfolgreich: Überzeugen. Begeistern. Weiterkommen. Offenbach: GABAL Verlag. • Neumann, R. (2022). Souverän auftreten: Auftritt, Wirkung, Rhetorik. München: Carl Hanser Verlag. 		
	<u>Conflict Management, Mediation & Negotiation /ILV / LV-Nr: LEA 2 / 3.Semester / ECTS: 3</u> <ul style="list-style-type: none"> • Glasl, F. (2020). Konfliktmanagement: Ein Handbuch für Führung, Beratung und Mediation. Bern: Haupt Verlag. • Kreggenfeld, U. (2021). Erfolgreich systemisch verhandeln: Ganzheitliche Verhandlungsstrategien – Checklisten – Anwendungsbeispiele. Wiesbaden: Springer Verlag. • Proksch, S. (2023). Mediation. Design und Setting: Ablauf und Gestaltungsvarianten des Mediationsverfahrens. Berlin-Heidelberg: Springer Verlag. • Rosner, S., & Winheller, A. (2022). Mediation und Verhandlungsführung: Theorie und Praxis des wertschöpfenden Verhandeln. Baden-Baden: Nomos Verlag. 		
	<u>Knowledge Management (E) /ILV / LV-Nr: LEA 3 / 3.Semester / ECTS: 3</u> <ul style="list-style-type: none"> • Deckert, R., & Meyer, E. (2020). Digitalisierung und Künstliche Intelligenz: Kooperation von Menschen und Maschinen aktiv gestalten. Wiesbaden: Springer Verlag. • Ertel, W. (2021). Grundkurs Künstliche Intelligenz: Eine praxisorientierte Einführung. Wiesbaden: Springer Verlag. • Hovdar-Stojakovic, I., Steinbacher, H.-P., Situm, M., & Märk, S. (2023). Innovatives Lehren und Lernen mit Blended Learning: Bausteine, Strukturen und Umsetzung in der Organisation. Wiesbaden: Springer Verlag. • Lehner, F. (2021). Wissensmanagement: Grundlagen, Methoden und technische Unterstützung. München: Carl Hanser Verlag. • Massingham, P. (2020). Knowledge management: Theory and practice. London, UK: SAGE Publications. • North, K. (2021). Wissensorientierte Unternehmensführung: Wissensmanagement im digitalen Wandel. Wiesbaden: Springer Verlag. • Rhem, A. J. (2022). Knowledge management in practice. Boca Raton, FL: CRC Press. 		
	<u>Leadership & Change Management (E) /ILV / LV-Nr: LEA 4 / 4.Semester / ECTS: 3</u> <ul style="list-style-type: none"> • Groth, A. (2023). Führungsstark im Wandel: Change Leadership für das mittlere Management. Frankfurt/New York: Campus Verlag. • Owen, J. (2023). Myths of leadership: Dispel the misconceptions and become an inspirational leader . London, UK: Kogan Page Limited. • Pröbstl, H. (2023). Crashkurs Change Management: Transformation erfolgreich gestalten. Freiburg: Haufe Verlag. • Vahs, D., & Weiland, A. (2022). Workbook Change Management: Methoden und Techniken. Stuttgart: Schäffer-Poeschel. 		
Acquisition of skills	<u>Communication, Presentation & Rhetoric /ILV / LV-Nr: LEA 1 / 1.Semester / ECTS: 3</u> The students <ul style="list-style-type: none"> • Are able to plan and structure presentation topics in a target-oriented manner using various media and present them professionally to a specialist audience. • Know the basic concepts of communicative processes and are able to consciously use content and relationship aspects of human communication. • Know the basic presentation techniques. 		
	<u>Conflict Management, Mediation & Negotiation /ILV / LV-Nr: LEA 2 / 3.Semester / ECTS: 3</u>		

	<p>The students</p> <ul style="list-style-type: none"> • Recognize the need for communicative competence in conflict situations. • Develop the ability to analyze conflicts and use them constructively. • Know the essential negotiation models and techniques and can apply them successfully in specific situations. • Know the essential cognitive and emotional influencing factors in negotiation processes. • Can successfully mediate in conflict situations. • Know the essential de-escalation and dialogue techniques within the framework of mediation procedures.
	<p><u>Knowledge Management (E) /ILV / LV-Nr: LEA 3 / 3.Semester / ECTS: 3</u></p> <p>The students</p> <ul style="list-style-type: none"> • know alternative methods and concepts of how knowledge can be generated from information and how knowledge can be converted into sustainable competitive advantages in order to make business successes or failures measurable. • can apply the basics of identifying and measuring knowledge in the context of intellectual capital reporting. • understand the basic knowledge management processes and can apply tools and instruments for knowledge work.

<p>Acquisition of skills</p>	<ul style="list-style-type: none"> • know how digitization can be used to build a knowledge management system in the company. • know the connection between digitalization and artificial intelligence. • know the challenges and possible applications for Artificial Intelligence in business management. • know how artificial intelligence can be used in knowledge management. <p><u>Leadership & Change Management (E) /ILV / LV-Nr: LEA 4 / 4.Semester / ECTS: 3</u></p> <p>The students</p> <ul style="list-style-type: none"> • Know the modern management theories and concepts. • Can analyze and evaluate strategic issues in various business cycle phases. • Can critically reflect questions of ethics and sustainability in normative leadership. • Know the essential strategic and operative measures for the analysis and implementation of entrepreneurial change processes. • Are able to critically reflect on corporate business processes, evaluate change measures and implement and control change processes within the framework of the leadership approach. • Can apply selected instruments and techniques of change management. • Understand the impact of industry 4.0 and digitization on change projects.
<p>Course contents</p>	<p><u>Communication, Presentation & Rhetoric /ILV / LV-Nr: LEA 1 / 1.Semester / ECTS: 3</u></p> <p>The students are taught the fundamentals of social skills, speaking, reading, writing and presentation skills. They impart and present contents from business, politics, culture and history as well as intercultural contexts. Discussion skills and presentation of specific economic topics are the main focus. After a short theoretical introduction to presentation techniques and rhetoric, case studies and exercises are used to familiarize students with oral and medial communication.</p> <p>Particular attention is paid to the preparation of content (structure and outline) and the execution of presentations (preparation, targeted use of media). Basic information about the basic components of communicative processes is conveyed. Message and meaning as well as content and relationship aspects of human communication should be simulated. The aim of the presentation techniques is to teach the students about the effective channels (language, voice, body, space) of presentation and to gain initial experience about their effective use in order to be able to present more functional presentations.</p> <p><u>Conflict Management, Mediation & Negotiation /ILV / LV-Nr: LEA 2 / 3.Semester / ECTS: 3</u></p> <p>Part A: Conflict management</p> <ul style="list-style-type: none"> • Communication models and conflict theories • Phases of conflict transformation • Tools for conflict resolution and prevention • Case-related development of conflict solutions and agreements <p>Part B: Negotiation techniques</p> <ul style="list-style-type: none"> • Models, strategies and techniques of negotiation • Behavioral aspects in bargaining/negotiation • Role plays and case studies on real negotiation situations <p>Part C: Mediation</p> <ul style="list-style-type: none"> • Conflict escalation models • Deescalation and dialogue techniques • Methods of business mediation • Case study of phases of the mediation process <p><u>Knowledge Management (E) /ILV / LV-Nr: LEA 3 / 3.Semester / ECTS: 3</u></p>

	<p>Part A: Knowledge Management</p> <ul style="list-style-type: none"> • Characteristics and features of knowledge societies • Definition of knowledge and knowledge management • Knowledge under consideration of the resource-based-view and knowledge-based-view • Knowledge as a core resource in competition • Knowledge generation, knowledge sharing, knowledge protection • Identification and measurement of knowledge, intellectual capital reports • Basics of the learning organization • Identification and structuring of company-relevant knowledge • Design of knowledge organizations - tools and processes • Tools and instruments for knowledge workers <p>Part B: Artificial Intelligence</p> <ul style="list-style-type: none"> • Definition of Artificial Intelligence and the connection to digitalization • Overview of the development of AI (neural networks, machine learning, deep learning) • Basic applications of AI in modern business management (e.g. automated learning, analysis of data sets, etc.) and especially in knowledge management (natural language processing, natural question answering, semantic preparation of content, human-machine interaction, etc.)
	<p><u>Leadership & Change Management (E) /ILV / LV-Nr: LEA 4 / 4.Semester / ECTS: 3</u></p> <p>Part A: Leadership</p> <ul style="list-style-type: none"> • Definition and characteristics of leadership; Leadership vs. management; Leadership 4.0 • Overview of leadership theories; Historical genesis of leadership concepts; Systemic-integrative leadership approach • Methods: supervision; work efficiency; work effectiveness; open space; in-depth interviews • Leadership: performance; leadership success; leadership efficiency; leadership effectiveness • Environmental demands on leadership in terms of promoting performance • Implementation of leadership approaches in organizations will be discussed and reflected upon through case studies <p>Part B: Change Management</p>

<p>Course contents</p>	<ul style="list-style-type: none"> • Definition and relevance of change management • Change management in the context of Industry 4.0 and digitalization • Organizational learning • Change management approaches according to Lewin and Kotter • Typologies of actors in the change management process • Change managers and change leaders • Success and failure factors in change management
<p>Teaching and learning methods</p>	<p><u>Communication, Presentation & Rhetoric /ILV / LV-Nr: LEA 1 / 1.Semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • The course is conducted with presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures). • In addition, the students will solve and present problems in group work, which will be discussed in the plenum. • Selected exercises are used to promote and develop students' communication and rhetorical skills.
	<p><u>Conflict Management, Mediation & Negotiation /ILV / LV-Nr: LEA 2 / 3.Semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • The course is conducted with presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures). • In addition, the students will solve and present problems in group work, which will be discussed in the plenum. • Selected exercises are used to develop conflict resolution skills as well as negotiation skills.
	<p><u>Knowledge Management (E) /ILV / LV-Nr: LEA 3 / 3.Semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • 25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.
	<p><u>Leadership & Change Management (E) /ILV / LV-Nr: LEA 4 / 4.Semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • The course is conducted with presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures). • In addition, the students will solve and present problems in group work, which will be discussed in the plenum. • Selected exercises will be carried out to consolidate the contents of the lecture.
<p>Evaluation Methods Criteria</p>	<p><u>Communication, Presentation & Rhetoric /ILV / LV-Nr: LEA 1 / 1.Semester / ECTS: 3</u></p> <p>final presentation</p>
	<p><u>Conflict Management, Mediation & Negotiation /ILV / LV-Nr: LEA 2 / 3.Semester / ECTS: 3</u></p> <p>final presentations</p>
	<p><u>Knowledge Management (E) /ILV / LV-Nr: LEA 3 / 3.Semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Seminar paper and • Quiz
	<p><u>Leadership & Change Management (E) /ILV / LV-Nr: LEA 4 / 4.Semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Final presentation and • Exposé

Module number:	Scientific Work I: Basics	Scope:	
WAM		4	ECTS
Degree program	University of Applied Sciences Bachelor's Program Leadership & Business Management full-time		
Position in the curriculum	1. Semester		
	4. Semester		
Level	1. Semester: Bachelor / 4. Semester: Bachelor		
Previous knowledge	1. Semester: None / 4. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Academic Research I: Fundamentals /ILV / LV-Nr: WAM 1 / 1.Semester / ECTS: 2</u> • Bänisch, A., & Alewell, D. (2020). Wissenschaftliches Arbeiten. Berlin/Boston: Walter De Gruyter GmbH. • Oehlich, M. (2022). Wissenschaftliches Arbeiten und Schreiben: Schritt für Schritt zur Bachelor- und Master-Thesis in den Wirtschaftswissenschaften. Wiesbaden: Springer Verlag. • Theisen, M. R., & Theisen, M. (2021). Wissenschaftliches Arbeiten: Erfolgreich bei Bachelor- und Masterarbeit. München: Verlag Franz Vahlen.		
	<u>Competence & Talent Management / /ILV / LV-Nr: WAM 2 / 4.Semester / ECTS: 2</u> • Bänisch, A., & Alewell, D. (2020). Wissenschaftliches Arbeiten. Berlin/Boston: Walter De Gruyter GmbH. • Oehlich, M. (2022). Wissenschaftliches Arbeiten und Schreiben: Schritt für Schritt zur Bachelor- und Master-Thesis in den Wirtschaftswissenschaften. Wiesbaden: Springer Verlag. • Theisen, M. R., & Theisen, M. (2021). Wissenschaftliches Arbeiten: Erfolgreich bei Bachelor- und Masterarbeit. München: Verlag Franz Vahlen.		
Acquisition of skills	<u>Academic Research I: Fundamentals /ILV / LV-Nr: WAM 1 / 1.Semester / ECTS: 2</u> The students <ul style="list-style-type: none"> • know the fundamentals of the research process. • know the ethical aspects of scientific work and how artificial intelligence should be used • can formulate research questions appropriately. • can plan methodological procedures for answering research questions. • can research, evaluate and quote specialist literature. • are familiar with the structure of an academic paper. • can write an exposé. 		
	<u>Competence & Talent Management / /ILV / LV-Nr: WAM 2 / 4.Semester / ECTS: 2</u> The students <ul style="list-style-type: none"> • can develop and set up a research design adapted to a problem. • are able to present the state-of-the-art in a research field with reference to relevant journals (literature review). • are able to recognize pitfalls of scientific work, to reflect critically on results and to discuss limitations of statements. • are able to work on a scientific paper of medium complexity and manageable size and to write it down. • can use artificial intelligence as an auxiliary tool conscientiously and reflectively in the context of scientific work. 		
Course contents	<u>Academic Research I: Fundamentals /ILV / LV-Nr: WAM 1 / 1.Semester / ECTS: 2</u> Part A: Fundamentals of academic research: <ul style="list-style-type: none"> • General rules of academic research • Ethical aspects and plagiarism / Use of artificial intelligence in the research process Part B: Aspects and techniques: <ul style="list-style-type: none"> • Finding a research gap • Literature research (books, journals, digital library, internet) • Introduction to literature management programs • Formulation of research hypotheses and questions • Citation and citation styles • Ensuring objectivity of research results Part C: Content and structure of an academic paper: <ul style="list-style-type: none"> • Structure of an academic paper • Description of problem & relevance • Presentation of the aim of the paper • Structure of the table of contents • List of figures and tables • Creation of source lists and bibliographies • Other elements of an academic paper (affidavit, abstract, appendix, etc.) 		
	<u>Competence & Talent Management / /ILV / LV-Nr: WAM 2 / 4.Semester / ECTS: 2</u>		

	<p>Part A: Research techniques for writing a literature review:</p> <ul style="list-style-type: none">• Determining key words and researching appropriate journal articles.• Techniques for screening scholarly articles and elaborating on key findings• Developing a literature review matrix to systematically record researched journal articles• Excursus I: Proper citation of journal articles and inclusion in the bibliography (APA style, Harvard style, etc.)• Excursus II: Use of artificial intelligence for linguistic optimization, summarization of texts, presentation of data, etc. <p>Part B: Limitations and approaches for further research</p> <ul style="list-style-type: none">• Recognition of possible limitations of a scientific paper (sample size, structure of interviewees, proof of expert
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<p>Course contents</p>	<p>status, implementation of pre-test incl. pre-test sheet and confirmations etc.)</p> <ul style="list-style-type: none"> • Identifying approaches for further research (reason and purpose of approaches for further research, recognition of possible approaches, formulation of approaches) <p>Part C: Discussion of selected best and worst practice cases:</p> <ul style="list-style-type: none"> • Preparation of a scientifically oriented handout • Preparation of a scientifically oriented presentation • Preparation of a scientifically oriented literature review
<p>Teaching and learning methods</p>	<p><u>Academic Research I: Fundamentals /ILV / LV-Nr: WAM 1 / 1.Semester / ECTS: 2</u> English version will be available soon</p> <p><u>Competence & Talent Management / /ILV / LV-Nr: WAM 2 / 4.Semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • 25% of the course is covered by eLearning. A combination of online phases (inductive method for the independent acquisition of knowledge and for the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is conveyed via frontal lectures) is used. • Solution of case studies in the context of group work
<p>Evaluation Methods Criteria</p>	<p><u>Academic Research I: Fundamentals /ILV / LV-Nr: WAM 1 / 1.Semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • Exposé and • Quiz <p><u>Competence & Talent Management / /ILV / LV-Nr: WAM 2 / 4.Semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • Homework and • Quiz

Module number:	Accounting & Controlling	Scope:	
RLC		9	ECTS
Degree program	University of Applied Sciences Bachelor's Program Leadership & Business Management full-time		
Position in the curriculum	2. Semester		
	3. Semester		
	4. Semester		
Level	2. Semester: Bachelor / 3. Semester: Bachelor / 4. Semester: Bachelor		
Previous knowledge	2. Semester: None / 3. Semester: None / 4. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Annual Statement & Analysis /ILV / LV-Nr: RLC 1 / 2.Semester / ECTS: 3</u> <ul style="list-style-type: none"> • Bitzyk, P., & Steckel, R. (2023). Der Jahresabschluss - Einzelabschluss nach dem UGB. Wien: LexisNexis ARC ORAC. • Egger, A., Bertl, R., & Hirschler, K. (2022): Der Jahresabschluss nach dem Unternehmensgesetzbuch, Band 1: Der Einzelabschluss. Erstellung, Prüfung, Veröffentlichung. Wien: Linde Verlag. • Egger, A., & Bertl, R. (2019): Der Jahresabschluss nach dem Unternehmensgesetzbuch, Band 3: Unternehmensanalyse. Wien: Linde Verlag. • Steiner, C., Fröhlich, C., & Jankovic, A. (2019). Der Jahresabschluss nach dem UGB. Wien: Manz Verlag. 		
	<u>Controlling /ILV / LV-Nr: RLC 3 / 4.Semester / ECTS: 4</u> <ul style="list-style-type: none"> • Fairhurst, D. S. (2019). Using Excel for business and financial modelling: A practical guide. Hoboken: John Wiley & Sons Ltd. • Horvath, P, Gleich, R., & Seiter, M. (2020). Controlling. München: Verlag Franz Vahlen. • Hubert, B. (2019). Grundlagen des operativen und strategischen Controllings: Konzeptionen, Instrumente und ihre Anwendung. Wiesbaden: Springer Verlag. • Rees, M. (2023). The essentials of financial modeling in Excel: A concise guide to concepts and methods. Hoboken: John Wiley & Sons Ltd. • Rees, M. (2018). Principles of financial modelling: Model design and best practices using Excel and VBA. Hoboken: John Wiley & Sons Ltd. • Weber, J., & Schäffer, U. (2022). Einführung in das Controlling. Stuttgart: Schäffer-Poeschel Verlag. 		
	<u>Cost accounting & calculation /ILV / LV-Nr: RLC 2 / 3.Semester / ECTS: 2</u> <ul style="list-style-type: none"> • Friedl, G., Hofmann, C., & Pedell, B. (2022). Kostenrechnung: Eine entscheidungsorientierte Einführung. München: Verlag Franz Vahlen. • Haberstock, L., & Haberstock, P. (2022). Kostenrechnung / Kostenrechnung I: Einführung – mit Fragen, Aufgaben, Fallstudien und Lösungen. Berlin: Erich Schmidt Verlag. • Horsch, J. (2023). Kostenrechnung: Klassische und neue Methoden in der Unternehmenspraxis. Wiesbaden: Springer Verlag. • Schmidt, A. (2022). Kostenrechnung: Grundlagen der Vollkosten-, Deckungsbeitrags- und Plankostenrechnung sowie des Kostenmanagements. Stuttgart: Verlag W. Kohlhammer. 		
Acquisition of skills	<u>Annual Statement & Analysis /ILV / LV-Nr: RLC 1 / 2.Semester / ECTS: 3</u> The students <ul style="list-style-type: none"> • are familiar with the statutory components of annual financial statements under Austrian and German commercial law. • know and understand the principles of proper accounting. • know and understand the basis and amount of an accounting system and can apply selected accounting requirements, prohibitions and options. • can apply selected balance sheet classification and reporting requirements. • can apply the principles of accounting and valuation of fixed assets, inventories, receivables, equity, provisions, liabilities and deferred income. • know the types of income statement. • know the elements of the extended financial statements (notes and management report) and the basis of disclosure and auditing of financial statements. • know the main features and selected peculiarities of international accounting according to IFRS. • understand the fundamentals of financial statement analysis and can determine and interpret selected key figures. 		
	<u>Controlling /ILV / LV-Nr: RLC 3 / 4.Semester / ECTS: 4</u>		

Financial Modeling:

Students:

- can prepare an integrated plan using software for a business.
- can create a financial and liquidity plan using software for a company.
- can calculate selected key figures using software for a company.
- will be able to create an investment plan using software and recognized business methods (e.g. net present value method, internal rate of return method).

Controlling:

The students

- Understand controlling as a management concept and can explain the management process and the tasks of managers and controllers.
- Can explain the key business objectives and the area of conflict between financial and non-financial objectives.
- Know the requirements for goal setting and can formulate goals independently.
- Are able to explain the main features of strategic and operational controlling and distinguish between them.
- Can explain and apply the meaningfulness and interrelationships of the individual components of integrated budgeting.
- Understand the budgeting process and can create simple budgets themselves.

<p>Acquisition of skills</p>	<ul style="list-style-type: none"> • Know and apply simple operational controlling instruments. • Know the fundamentals of corporate management with key figures and key figure systems. • Can calculate and interpret selected key figures. • Are able to explain and apply the balanced scorecard. • Understand the principle of management reporting and can interpret reports. • Can transfer the main areas and instruments of controlling to the challenges of smaller and/or young companies. <p><u>Cost accounting & calculation /ILV / LV-Nr: RLC 2 / 3.Semester / ECTS: 2</u></p> <p>The students</p> <ul style="list-style-type: none"> • Are familiar with the tasks and solutions of cost and revenue accounting with its subsystems (cost element, cost center and cost unit accounting). • Are familiar with key business targets and the associated calculation parameters. • Are able to understand, differentiate and transfer the terms payments - disbursements, income - expenses, income - expenses, services - costs (BÜB). • Know the four main principles of cost allocation and can explain them. • Can describe the organizational structure of a cost accounting system and explain its main features. • Are familiar with the differentiation and calculation of the most important cost elements (material cost elements, types and composition of personnel costs, imputed cost elements, and so on). • Can discuss and present the tasks and components of cost center accounting. • Can create and interpret (simple) operational accounting. • Know the tasks and types of cost unit accounting and understand the significance of activity-based costing. • Can apply the different types of costing (overhead and allocation rate costing). • Can calculate simple projects and personnel hourly rates. • Can distinguish full costing from partial costing. • Understand the principle of contribution margin accounting and can use single-level and multi-level contribution margin accounting.
<p>Course contents</p>	<p><u>Annual Statement & Analysis /ILV / LV-Nr: RLC 1 / 2.Semester / ECTS: 3</u></p> <p>Part A: Creation of profit and loss statement</p> <ul style="list-style-type: none"> • Legal basis and structure of the annual financial statements under commercial law • Generally Accepted Accounting Principles • Accounting for assets (ability to be capitalized, ability to be carried as a liability, accounting curve, accounting options) • Valuation of assets (acquisition and production costs, partial value, depreciation, accruals and deferrals, consumption sequence procedures) • Multi-tax less invoices and differentiation between commercial and tax provisions <p>Part B: Fundamentals of annual financial statement analysis</p> <ul style="list-style-type: none"> • Preparation of balance sheet analysis figures (fixed assets, current assets, gross profit, long-term and short-term liabilities, etc.) • Preparation of a movement balance • Key figures of the earnings situation, key profitability figures, employee ratios, cost & earnings ratios • Key figures for liquidity, financing and investment (investment rate & internal financing ratio, investment coverage & intensity, asset structure, capital structure) • Key figure comparisons (period comparison, plant comparison, target/actual comparison) <ul style="list-style-type: none"> • Calculation of selected examples with software application <p><u>Controlling /ILV / LV-Nr: RLC 3 / 4.Semester / ECTS: 4</u></p>

	<p>Part A: Spreadsheet basics</p> <ul style="list-style-type: none">• Workbooks and spreadsheets• Cells and cell ranges• Variables and data types• Basic commands (sums, statistical functions, if-then function, S and W reference, etc.)• Basic applications (creating tables and charts, importing and exporting data, pivot tables, etc.) <p>Part B: Creation of an integrated financial plan</p> <ul style="list-style-type: none">• Creation of a sales planning, cost planning and personnel planning• Creation of an investment plan• Determination of financing requirements• Preparation of a profit and loss statement and a balance sheet• Preparation of a cash flow statement• Consolidation to an integrated financial planning• Creation of a management information system (MIS)• Carrying out sensitivity analyses <p>Part C: Management concept controlling</p> <ul style="list-style-type: none">• Companies and their goals• Controlling as the basis for successful business management• Strategic and operational controlling• Integrated budgeting system <p>Part D: Efficient corporate planning and budgeting</p> <ul style="list-style-type: none">• Corporate planning as a core element of controlling• Strategic planning• Operational annual planning & budgeting• Medium-term planning as a link between strategy and budget• Modern planning concepts <p>Part E: Performance measurement and management reporting</p> <ul style="list-style-type: none">• Corporate control with key figures and key figure systems• The concept of the balanced scorecard
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<p>Course contents</p>	<ul style="list-style-type: none"> • Operational budget control and forecasting • Management reporting • Measures to improve financial performance <p><u>Cost accounting & calculation /ILV / LV-Nr: RLC 2 / 3.Semester / ECTS: 2</u></p> <p>Part A: Fundamentals of cost and revenue accounting</p> <ul style="list-style-type: none"> • Tasks, components, sub-areas and systematization of accounting (ReWe) • Contribution of (internal) ReWe to business management • Basic Terms of cost and revenue accounting • Cost accounting systems <p>Part B: Cost type accounting</p> <ul style="list-style-type: none"> • Tasks and principles, systematization criteria for cost elements • Recording of the most important cost types: Material, personnel, taxes, etc. • Importance of imputed costs, conversion of expenses into costs with the works transfer form (BÜB) <p>Part C: Cost center accounting</p> <ul style="list-style-type: none"> • Tasks and principles • Systematization criteria for cost centers (main and secondary cost centers) • Operating accounting sheet (BAB) • Distribution of overhead costs to cost centers • Internal activity allocation • Calculation of cost of goods manufactured and cost of goods sold • Determination of overhead rates <p>Part D: Cost object accounting and costing:</p> <ul style="list-style-type: none"> • Tasks and contents • Calculation times and methods <p>Part E: Contribution margin accounting:</p> <ul style="list-style-type: none"> • Full cost versus direct cost accounting • Fundamentals of contribution margin accounting • Single-level and multi-level contribution margin accounting • Important forms of direct costing • Determination of the break even point and the safety margin
<p>Teaching and learning methods</p>	<p><u>Annual Statement & Analysis /ILV / LV-Nr: RLC 1 / 2.Semester / ECTS: 3</u></p> <p>33 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</p> <p><u>Controlling /ILV / LV-Nr: RLC 3 / 4.Semester / ECTS: 4</u></p> <ul style="list-style-type: none"> • 33 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used. <p><u>Cost accounting & calculation /ILV / LV-Nr: RLC 2 / 3.Semester / ECTS: 2</u></p> <p>25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</p>
<p>Evaluation Methods Criteria</p>	<p><u>Annual Statement & Analysis /ILV / LV-Nr: RLC 1 / 2.Semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Final exam and • Quiz <p><u>Controlling /ILV / LV-Nr: RLC 3 / 4.Semester / ECTS: 4</u></p> <ul style="list-style-type: none"> • Final exam and • Term paper <p><u>Cost accounting & calculation /ILV / LV-Nr: RLC 2 / 3.Semester / ECTS: 2</u></p> <ul style="list-style-type: none"> • Final exam and • Quiz

Module number: PRA	Practice project	Scope:	
		8	ECTS
Degree program	University of Applied Sciences Bachelor's Program Leadership & Business Management full-time		
Position in the curriculum	3. Semester		
	4. Semester		
Level	3. Semester: k.A. / 4. Semester: Bachelor		
Previous knowledge	3. Semester: None / 4. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Practical Project I: Entrepreneurship /PT / LV-Nr: PRA 1 / 3.Semester / ECTS: 4</u> <ul style="list-style-type: none"> • Fueglistaller, U., Fust, A., Müller, C., Müller, S., & Zellweger, T. (2020). Entrepreneurship: Modelle – Umsetzung – Perspektiven Mit Fallbeispielen aus Deutschland, Österreich und der Schweiz. Wiesbaden: Springer Verlag. • Kreuser, K., & Robrecht, T. (2019). Professionelle Beratung: Menschen und Unternehmen kompetent begleiten. Unterföhring: SOKRATeam. • Lippold, D. (2022). Einführung in das Consulting: Strukturen – Trends – Geschäftsmodelle. Berlin/Boston: Walter de Gruyter GmbH. • Pfannstiel, M. A., & Dautovic, A. (2023). Transferinnovationen und Innovationstransfer zwischen Wissenschaft und Wirtschaft. Wiesbaden: Springer Verlag. 		
	<u>Practical Project II: Business Management /PT / LV-Nr: PRA 2 / 4.Semester / ECTS: 4</u> <ul style="list-style-type: none"> • Fueglistaller, U., Fust, A., Müller, C., Müller, S., & Zellweger, T. (2020). Entrepreneurship: Modelle – Umsetzung – Perspektiven Mit Fallbeispielen aus Deutschland, Österreich und der Schweiz. Wiesbaden: Springer Verlag. • Kreuser, K., & Robrecht, T. (2019). Professionelle Beratung: Menschen und Unternehmen kompetent begleiten. Unterföhring: SOKRATeam. • Lippold, D. (2022). Einführung in das Consulting: Strukturen – Trends – Geschäftsmodelle. Berlin/Boston: Walter de Gruyter GmbH. • Pfannstiel, M. A., & Dautovic, A. (2023). Transferinnovationen und Innovationstransfer zwischen Wissenschaft und Wirtschaft. Wiesbaden: Springer Verlag. 		
Acquisition of skills	<u>Practical Project I: Entrepreneurship /PT / LV-Nr: PRA 1 / 3.Semester / ECTS: 4</u> <p>In this course students learn the practical implementation of a start-up project on the basis of a real business plan or by developing a start-up concept. They are able to carry out a current case study in the field of entrepreneurship in cooperation with companies/entrepreneurs willing to start a business. The students independently develop problem-solving approaches and strategies for problems relevant to start-ups from business practice.</p> <p>The students acquire detailed knowledge of the possibilities of modelling, planning, controlling and implementing alternative business and decision models in the sense of application-oriented management instruments in management practice. This knowledge is acquired in the course of a practical project or in the context of cooperation with a real project partner from industry.</p> <p>The students</p> <ul style="list-style-type: none"> • are able to carry out a project on the basis of professional project management. • understand the systematic, technically sound and on-schedule handling of projects. • know the specific roles within a project. • know the importance of project communication in all directions (conversations, documentation, descriptions, presentations) and know how to act accordingly. • have expertise to solve specific problems. 		
	<u>Practical Project II: Business Management /PT / LV-Nr: PRA 2 / 4.Semester / ECTS: 4</u> <p>In this course students learn the practical implementation of a start-up project on the basis of a real business plan or by developing a start-up concept. They are able to carry out a current case study in the field of entrepreneurship in cooperation with companies/entrepreneurs willing to start a business. The students independently develop problem-solving approaches and strategies for problems relevant to start-ups from business practice.</p> <p>The students acquire detailed knowledge of the possibilities of modelling, planning, controlling and implementing alternative business and decision models in the sense of application-oriented management instruments in management practice. This knowledge is acquired in the course of a practical project or in the context of cooperation with a real project partner from industry.</p> <p>The students</p> <ul style="list-style-type: none"> • Are able to carry out a project on the basis of professional project management. • Understand the systematic, technically sound and on-schedule handling of projects. • Know the specific roles within a project. • Know the importance of project communication in all directions (conversations, documentation, descriptions, presentations) and know how to act accordingly. • Have expertise to solve specific problems. 		
Course contents	<u>Practical Project I: Entrepreneurship /PT / LV-Nr: PRA 1 / 3.Semester / ECTS: 4</u>		

In this course, current and company-related case studies from the field of business start-ups, takeovers or successions are addressed in cooperation with, in particular, small and medium-sized enterprises or start-up companies. The students independently develop problem-solving approaches and strategies for problems relevant to management from business practice. Possible problem areas are: Analysis and conception of business models, preparation of business plans, processing of subtasks from the field of start-up management with special attention to a holistic-systematic reflection of the level of knowledge acquired up to then.

Course contents	<p>The students contribute their acquired knowledge and compare it with observations and experiences in the context of the practical project. While students can deepen and improve their subject-specific competences, complementary competences such as social competence, risk management, budgeting competence and economically responsible decision-making competence are also solidified.</p> <p>Based on a client briefing (by the course instructor or external partners such as associations and companies), the students work on the presented projects independently, only guided by the course instructors if necessary: Planning, coordination, budgeting, control, evaluation and final reporting are in the hands of the students. The role of the course leader is focused on project coaching.</p>
	<p><u>Practical Project II: Business Management /PT / LV-Nr: PRA 2 / 4.Semester / ECTS: 4</u></p> <p>In this course, current and company-related case studies from the field of business management are addressed in cooperation with, in particular, small and medium-sized enterprises. The students independently develop problem-solving approaches and strategies for problems relevant to management from business practice. Possible problem areas are: Financial and performance-related problems, human resources and organizational issues, with special attention to a holistic-systemic reflection of the level of knowledge acquired to date.</p> <p>The students contribute their acquired knowledge and compare it with observations and experiences in the context of the practical project. While students can deepen and improve their subject-specific competences, complementary competences such as social competence, risk management, budgeting competence and economically responsible decision-making competence are also solidified.</p> <p>Building on the experience gained in Practical Project I and on the further knowledge and skills acquired in specialist teaching events, the students have the opportunity to apply their acquired knowledge to real projects - above all, the competences in the area of project and quality management, as well as the subject-specific problem-solving competence, are to be consolidated and made applicable in this way. The students work on projects independently, only if necessary guided by the lecturer: Planning, coordination, budgeting, control, evaluation and final reporting are in the hands of the students. The role of the course leader is focused on project coaching.</p>
	<p><u>Practical Project I: Entrepreneurship /PT / LV-Nr: PRA 1 / 3.Semester / ECTS: 4</u></p> <ul style="list-style-type: none"> • Working on a real problem with a company using the instruments and techniques learned during the studies. • Accompaniment of the project by an experienced coach/project manager • Preparation of a final report which can be handed over to the company • Holding of a final presentation with the participation of the client
Teaching and learning methods	<p><u>Practical Project II: Business Management /PT / LV-Nr: PRA 2 / 4.Semester / ECTS: 4</u></p> <ul style="list-style-type: none"> • Working on a real problem with a company using the instruments and techniques learned during the studies. • Accompaniment of the project by an experienced coach/project manager • Preparation of a final report which can be handed over to the company • Holding of a final presentation with the participation of the client
	<p><u>Practical Project I: Entrepreneurship /PT / LV-Nr: PRA 1 / 3.Semester / ECTS: 4</u></p> <ul style="list-style-type: none"> • Final report and • Final presentation
Evaluation Methods Criteria	<p><u>Practical Project II: Business Management /PT / LV-Nr: PRA 2 / 4.Semester / ECTS: 4</u></p> <ul style="list-style-type: none"> • Final report and • Final presentation
	<p><u>Practical Project I: Entrepreneurship /PT / LV-Nr: PRA 1 / 3.Semester / ECTS: 4</u></p> <ul style="list-style-type: none"> • Final report and • Final presentation

Module number:	Human Resource Management	Scope:	
HRM		10	ECTS
Degree program	University of Applied Sciences Bachelor's Program Leadership & Business Management full-time		
Position in the curriculum	3. Semester		
	4. Semester		
Level	3. Semester: none / 4. Semester: Bachelor		
Previous knowledge	3. Semester: • Introduction to BWL • Strategic Management & Business Ethics • Communication, Presentation & Rhetoric • Human Resources Management / 4. Semester: None / 4. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>International & Cross Cultural Management (E) /ILV / LV-Nr: HRM 3 / 4.Semester / ECTS: 3</u> • Caligiuri, P. (2021). Build your cultural agility: The nine competencies of successful global professionals. London, UK: Kogan Page. • Holtbrügge, D. (2022). Intercultural management: Concepts, practice, critical reflection. London, UK: SAGE Publications. • Kowalski, S. (2023). Sensitivity training: Developing the basis for effective intercultural communication. Moosburg: econcise. • Thomas, D. C., & Inkson, K. (2022). Cross-cultural management: An introduction. Thousand Oaks, CA: SAGE Publications		
	<u>Organizational & Personnel Psychology /ILV / LV-Nr: HRM 1 / 3.Semester / ECTS: 4</u> • Haslam, A. S., Reicher, S. D., & Platow, M. J. (2020). The new psychology of leadership: Identity, influence and power. Abingdon, OX: Routledge. • McKenna, E. (2020). Psychology and organizational behaviour. Abingdon, OX: Routledge. • Schütz, A., Köppe, C., & Andresen, M. (2020). Was Führungskräfte über Psychologie wissen sollten: Theorie und Praxis für den Umgang mit Mitarbeitenden. Bern: Hogrefe Verlag. • Szczygiel, C. (2021). Psychologie und Leadership: Direkt anwendbares Wissen für die Führungs- und Personalarbeit. Freiburg: Haufe-Lexware GmbH & Co. KG.		
	<u>Risk management: Fundamentals /ILV / LV-Nr: HRM 2 / 4.Semester / ECTS: 3</u> • Bratton, J., & Gold, J. (2022). Human resource management: A critical approach. London, UK: Bloomsbury Academic. • Dessler, G. (2023). Human resource management. Essex, UK: Pearson Education Limited. • Lippold, D. (2021). Personalführung im digitalen Wandel: Von den klassischen Führungsansätzen zu den New-Work-Konzepten. Berlin/Boston: Walter De Gruyter GmbH. • Trost, A. (2020). Human resources strategies: Balancing stability and agility in times of digitization. Cham: Springer Verlag. • Wilton, N. (2022). An introduction to human resource management. London, UK: SAGE Publications.		
Acquisition of skills	<u>International & Cross Cultural Management (E) /ILV / LV-Nr: HRM 3 / 4.Semester / ECTS: 3</u> The students know the basic strategies and processes of internationalization of companies. The students <ul style="list-style-type: none"> • Know essential context characteristics of management and leadership activities. • Know the context of intercultural cooperation. • Can assess and evaluate strategic decisions on internationalization. 		
	<u>Organizational & Personnel Psychology /ILV / LV-Nr: HRM 1 / 3.Semester / ECTS: 4</u> The students <ul style="list-style-type: none"> • know the essential interdisciplinary connections between economics and psychology. • know the most important problems and solution approaches of organizational psychology. • know the psychological factors influencing decision-making behavior in human resources and organizational contexts. • understand how people are judged in everyday life, how emotions can be dealt with in work situations, how employees can be motivated, what to look out for in group work and how work and leisure time can be sensibly arranged (work-life balance). • can recognize or identify talents in a company. • can set up a talent management system. • can apply selected instruments of talent management. • are familiar with the concept of the competency model and its relevance and significance in human resources management. 		

	<p><u>Risk management: Fundamentals /ILV / LV-Nr: HRM 2 / 4.Semester / ECTS: 3</u></p> <p>The students</p> <ul style="list-style-type: none">• know the tasks, methods and processes in the functional and resource area of HR management.• understand the essential problems and solution approaches of human resource management and leadership.• know the most important task fields, concepts and instruments of a modern HR management and are able to design the management-relevant task fields.• are familiar with the most important organizational and operational concepts of the and understand the connection between personnel and organizational development.• know the possibilities of digitalization in HRM.
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Acquisition of skills	<ul style="list-style-type: none"> • know the basic contents of New Work and understand its significance for future HR management.
Course contents	<p><u>International & Cross Cultural Management (E) /ILV / LV-Nr: HRM 3 / 4.Semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Forms of internationalization and globalization • Internationalization strategies • Problems and solutions of the international context dependency of small and medium-sized enterprises, especially in emerging markets • Special features of intercultural communication • Cultural Awareness • Management of international teams • Solving intercultural conflicts • Management in an intercultural context.
	<p><u>Organizational & Personnel Psychology /ILV / LV-Nr: HRM 1 / 3.Semester / ECTS: 4</u></p> <p>Part A: Psychological basics</p> <ul style="list-style-type: none"> • Teaching psychological explanations and interpretations in the areas of: Work and leisure (work-life balance), unemployment, psychology of motivation and incentive design. • Organizational psychological approaches and methods of team building and leadership • Personnel psychological approaches and methods of management decision behavior, employee leadership and behavior control • Empirical studies and findings in business, organizational and personnel psychology <p>Part B: Competence & Talent Management</p> <ul style="list-style-type: none"> • Definition of competence & talent management • Identification of talent (measurement of talent, measurement of performance, measurement of competencies, measurement of potential) • Core elements for designing a talent management system (attraction, development, retention, placement) • Framework for successful talent management <p>Part C: Deepening in competence & talent management</p> <ul style="list-style-type: none"> • Introduction of a talent management system • Finding talent (selection process, employer tuning) • Retaining talent (career paths, team development) • Developing and nurturing talent (coaching, mentoring, talent leadership, psychological testing) • Developing a competency & talent management strategy <p>Part D: Instruments of competence & talent management</p> <ul style="list-style-type: none"> • Competence model, competence catalog and competences (professional competence, methodological competence, social competence, personal competence) • Role catalog and role profiles • Competence diagnosis and appraisal interview • Competence development plan and maturity model • Target agreement and performance measurement • Talent and team analysis • Analysis of professional interests and assessment of cognitive abilities • 360-degree feedback and coaching • HR analytics
	<p><u>Risk management: Fundamentals /ILV / LV-Nr: HRM 2 / 4.Semester / ECTS: 3</u></p> <p>Part A: Personnel functions in the company:</p> <ul style="list-style-type: none"> • Management and functional function • Tasks of the personnel department (personnel recruiting, personnel development, personnel maintenance)• <p>Organization of the personnel department</p> <p>Part B: Personnel selection & recruiting</p> <ul style="list-style-type: none"> • Requirement, ability and suitability profiles • Instruments of personnel selection (application documents, selection interviews, psychological tests, assessment centers, legal framework, digitalization in personnel recruiting) • Digitalization in personnel recruiting <p>Part C: Personnel assessment & development</p> <ul style="list-style-type: none"> • Purpose of personnel assessment • Approaches to personnel assessment (trait-oriented, activity-oriented & results-oriented approach) • Appraisal interview <p>Part D: Employee Management</p> <ul style="list-style-type: none"> • Motivation and motivation theories • Cognitive choice theories (valence, subjective probability, action motivation) • Self-regulation theories (management-by-approaches) • Need-tension theories (Maslow's pyramid, Richards & Greenlaw's motivation model, Herzberg's two-factor theory) • Maturity continuum according to Argyris • Job satisfaction and motivation • Motivating work design (job rotation, job enlargement, job enrichment) • Modern working world and digitalization incl. New Work <p>Part E: Remuneration</p> <ul style="list-style-type: none"> • Basics of wage differentiation (wage rate differentiation, wage form differentiation, collective agreement) • Compensation and motivation/satisfaction

Teaching and learning methods	<p><u>International & Cross Cultural Management (E) /ILV / LV-Nr: HRM 3 / 4.Semester / ECTS: 3</u></p> <ul style="list-style-type: none">• The course is conducted with presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures).
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Teaching and learning methods	<ul style="list-style-type: none"> • In addition, the students will solve and present problems in group work, which will be discussed in the plenum. • Selected exercises will be carried out to consolidate the contents of the lecture.
	<p><u>Organizational & Personnel Psychology /ILV / LV-Nr: HRM 1 / 3.Semester / ECTS: 4</u></p> <p>25 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</p>
	<p><u>Risk management: Fundamentals /ILV / LV-Nr: HRM 2 / 4.Semester / ECTS: 3</u></p> <p>50 % of the event is covered by eLearning. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.</p>
Evaluation Methods Criteria	<p><u>International & Cross Cultural Management (E) /ILV / LV-Nr: HRM 3 / 4.Semester / ECTS: 3</u></p> <ul style="list-style-type: none"> • Final presentations • Exposé
	<p><u>Organizational & Personnel Psychology /ILV / LV-Nr: HRM 1 / 3.Semester / ECTS: 4</u></p> <ul style="list-style-type: none"> • Seminar paper and • Quiz
	<p><u>Risk management: Fundamentals /ILV / LV-Nr: HRM 2 / 4.Semester / ECTS: 3</u></p> <ul style="list-style-type: none"> - Final presentation and - Quiz

Module number:	Specialization Area Studies & Languages	Scope:	
AAL		6	ECTS
Degree program	University of Applied Sciences Bachelor's Program Leadership & Business Management full-time		
Position in the curriculum	5. Semester		
Level	5. Semester: Bachelor		
Previous knowledge	5. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Consolidation Area Studies & Languages /ILV / LV-Nr: AAL1 / 5.Semester / ECTS: 6</u> Depending on the thematic orientation of the respective university or technical college.		
Acquisition of skills	<u>Consolidation Area Studies & Languages /ILV / LV-Nr: AAL1 / 5.Semester / ECTS: 6</u> The students are able to question intercultural specificities and make use of a foreign language.		
Course contents	<u>Consolidation Area Studies & Languages /ILV / LV-Nr: AAL1 / 5.Semester / ECTS: 6</u> Consolidation Area Studies & Languages: Courses like US and East Asia, Anthropological Perspectives on Culture and Society		
Teaching and learning methods	<u>Consolidation Area Studies & Languages /ILV / LV-Nr: AAL1 / 5.Semester / ECTS: 6</u> The teaching and learning methods are based on the curricula or specifications of the partner universities concerned.		
Evaluation Methods Criteria	<u>Consolidation Area Studies & Languages /ILV / LV-Nr: AAL1 / 5.Semester / ECTS: 6</u> The evaluation methods and evaluation criteria are based on the curricula or specifications of the partner universities concerned.		

Module number:	Specialization Business Management	Scope:	
ABM		16	ECTS
Degree program	University of Applied Sciences Bachelor's Program Leadership & Business Management full-time		
Position in the curriculum	5. Semester		
Level	5. Semester: Bachelor		
Previous knowledge	5. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Consolidation Business Management /ILV / LV-Nr: ABM1 / 5.Semester / ECTS: 16</u> Depending on the subject focus of the respective elective subjects.		
Acquisition of skills	<u>Consolidation Business Management /ILV / LV-Nr: ABM1 / 5.Semester / ECTS: 16</u> The students practice the acquisition of knowledge in a foreign language. They are able to understand subject-specific content in a culturally and socially foreign environment and to apply it to specific management problems in an international context.		
Course contents	<u>Consolidation Business Management /ILV / LV-Nr: ABM1 / 5.Semester / ECTS: 16</u> Consolidation Business Management: Courses from the following three areas: <ol style="list-style-type: none"> 1. Management (e.g. Strategic Management, Competitive Strategies, Management of Multinational Corporations, Organizational Theory, Corporate Behavior, Corporate Culture, Knowledge Management, Management of Innovations, Business Ethics, Corporate Governance, Managerial Decision Behavior, HRM, etc.) 2. Marketing (e.g. Advanced Marketing Management, Consumer Behavior, Customer Service Excellence, Global Marketing, etc.) 3. Accounting / Finance / Controlling (z.B. Financial Management, Portfolio Management, Options and Futures, International Finance, etc.) 		
Teaching and learning methods	<u>Consolidation Business Management /ILV / LV-Nr: ABM1 / 5.Semester / ECTS: 16</u> The teaching and learning methods are based on the curricula or specifications of the partner universities concerned.		
Evaluation Methods Criteria	<u>Consolidation Business Management /ILV / LV-Nr: ABM1 / 5.Semester / ECTS: 16</u> The evaluation methods and evaluation criteria are based on the curricula or specifications of the partner universities concerned.		

Module number:	Specialization Social Skills	Scope:	
ASS		8	ECTS
Degree program	University of Applied Sciences Bachelor's Program Leadership & Business Management full-time		
Position in the curriculum	5. Semester		
Level	5. Semester: Bachelor		
Previous knowledge	5. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Consolidation Social Skills /ILV / LV-Nr: ASS1 / 5.Semester / ECTS: 8</u> Depending on the subject focus of the respective elective subjects.		
Acquisition of skills	<u>Consolidation Social Skills /ILV / LV-Nr: ASS1 / 5.Semester / ECTS: 8</u> The students are able to apply their presentation skills and social competence abroad. They can reflect on subject-specific content in a culturally and socially unfamiliar environment.		
Course contents	<u>Consolidation Social Skills /ILV / LV-Nr: ASS1 / 5.Semester / ECTS: 8</u> English version will be available soon		
Teaching and learning methods	<u>Consolidation Social Skills /ILV / LV-Nr: ASS1 / 5.Semester / ECTS: 8</u> The teaching and learning methods are based on the curricula or specifications of the partner universities concerned.		
Evaluation Methods Criteria	<u>Consolidation Social Skills /ILV / LV-Nr: ASS1 / 5.Semester / ECTS: 8</u> The evaluation methods and evaluation criteria are based on the curricula or specifications of the partner universities concerned.		

Module number:	Professional internship	Scope:	
BPR		19	ECTS
Degree program	University of Applied Sciences Bachelor's Program Leadership & Business Management full-time		
Position in the curriculum	6. Semester		
Level	6. Semester: Bachelor		
Previous knowledge	6. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Internship /BPR / LV-Nr: BPR 1 / 6.Semester / ECTS: 19</u> <ul style="list-style-type: none"> • Bloss, M. (2023). Mein Praktikum: Bewerben, einsteigen, aufsteigen. München: UVK Verlag. • Rütten, M., & Bierer, K. (2021). Future Talents: Personalgewinnung und Bindung von Praktikanten und Studierenden. Wiesbaden: Springer Verlag. 		
Acquisition of skills	<u>Internship /BPR / LV-Nr: BPR 1 / 6.Semester / ECTS: 19</u> The students <ul style="list-style-type: none"> • Solve operational problems by applying the knowledge acquired so far in their studies. • Understand how certain processes in companies are structured and interlinked. • Experience and understand how to work, communicate and act in teams. 		
Course contents	<u>Internship /BPR / LV-Nr: BPR 1 / 6.Semester / ECTS: 19</u> The teaching content depends on the activities the students do at the internship provider. The students choose an internship independently. They can draw on the extensive range of internships offered by the Kufstein Tirol University of Applied Sciences. The Director of Studies checks the professional correspondence of the internship activities with the contents of the course and the qualification profiles of the course of studies. Subsequently, the Director of Studies checks whether the internship corresponds to the training objectives of the program and whether the student can be employed according to his/her level of qualification. A detailed internship guide supports the students in organizing their internship semester.		
Teaching and learning methods	<u>Internship /BPR / LV-Nr: BPR 1 / 6.Semester / ECTS: 19</u> <ul style="list-style-type: none"> • Application of the contents from the courses of the first 5 semesters on the basis of practical problems with the internship provider • Coaching during implementation by internship supervisors in the company • Link to the Bachelor thesis in which a problem of the internship provider is dealt with using academic methods 		
Evaluation Methods Criteria	<u>Internship /BPR / LV-Nr: BPR 1 / 6.Semester / ECTS: 19</u> <ul style="list-style-type: none"> • Proof of the workload by confirmation of the employer of the internship and • Interim report and • Final report 		

Module number:	Bachelor Thesis Seminar	Scope:	
BAR		11	ECTS
Degree program	University of Applied Sciences Bachelor's Program Leadership & Business Management full-time		
Position in the curriculum	6. Semester		
Level	6. Semester: Bachelor		
Previous knowledge	6. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Bachelor Thesis /SE / LV-Nr: BAR 1 / 6.Semester / ECTS: 10</u> <ul style="list-style-type: none"> • Bänisch, A., & Alewell, D. (2020). Wissenschaftliches Arbeiten. Berlin/Boston: Walter De Gruyter GmbH. • Heesen, B. (2021). Wissenschaftliches Arbeiten: Methodenwissen für Wirtschafts-, Ingenieur- und Sozialwissenschaftler. Berlin-Heidelberg: Springer Verlag. • Oehrich, M. (2022). Wissenschaftliches Arbeiten und Schreiben: Schritt für Schritt zur Bachelor- und Master-Thesis in den Wirtschaftswissenschaften. Wiesbaden: Springer Verlag. • Theisen, M. R., & Theisen, M. (2021). Wissenschaftliches Arbeiten: Erfolgreich bei Bachelor- und Masterarbeit. München: Verlag Franz Vahlen. 		
	<u>Scientific Presentation /ILV / LV-Nr: BAR 2 / 6.Semester / ECTS: 1</u> <ul style="list-style-type: none"> • Ascheron, C. (2023). Scientific publishing and presentation: A practical guide with advice on doctoral studies and career planning. Berlin-Heidelberg: Springer Verlag. • Carter, M. (2021). Designing science presentations: A visual guide to figures, papers, slides, posters, and more. London, UK: Academic Press. • Hofmann, A. H. (2020). Scientific writing and communication: Papers, proposals, and presentations. New York, NY: Oxford University Press. 		
Acquisition of skills	<u>Bachelor Thesis /SE / LV-Nr: BAR 1 / 6.Semester / ECTS: 10</u> The students are able to academically prepare a topic from the department of business management and to independently work on a central question. The students' self-organization and time management skills are encouraged. The students learn the ability to apply theoretical knowledge from their studies in the Bachelor thesis. The students have analytical and academic reflection skills for company-specific problems. They also learn how to present academic papers to a research community.		
	<u>Scientific Presentation /ILV / LV-Nr: BAR 2 / 6.Semester / ECTS: 1</u> The students are able to academically prepare a topic from the department of business management and to independently work on a central question. The students' self-organization and time management skills are encouraged. The students learn the ability to apply theoretical knowledge from their studies in the Bachelor thesis. The students have analytical and academic reflection skills for company-specific problems. They also learn how to present academic papers to a research community.		
Course contents	<u>Bachelor Thesis /SE / LV-Nr: BAR 1 / 6.Semester / ECTS: 10</u> In the Bachelor thesis seminar the students are supervised with regard to content and method in the preparation of the Bachelor thesis. The content of the Bachelor thesis is linked to the internship. The students regularly report on the progress of their Bachelor thesis, accompanying the Bachelor thesis. The students receive instructions and templates for the preparation of their Bachelor thesis and thus the corresponding accompanying academic supervision.		
	<u>Scientific Presentation /ILV / LV-Nr: BAR 2 / 6.Semester / ECTS: 1</u> <ul style="list-style-type: none"> • Structure of an academic presentation • Creating slides for a presentation • Important technical terms (validity, reliability, representativeness, etc.) • Identification of limitations of an academic work • Argumentation, discussion and defense of one's own results 		
Teaching and learning methods	<u>Bachelor Thesis /SE / LV-Nr: BAR 1 / 6.Semester / ECTS: 10</u> Coaching in the implementation by Bachelor thesis supervisors (meetings and virtual)		
	<u>Scientific Presentation /ILV / LV-Nr: BAR 2 / 6.Semester / ECTS: 1</u> <ul style="list-style-type: none"> • 100 % of the event is covered by eLearning. A combination online phase (inductive method for independent acquisition of knowledge and practice of tasks) is used. • The students must present and discuss the results of their Bachelor thesis via a digital platform (digital classroom). 		
Evaluation Methods Criteria	<u>Bachelor Thesis /SE / LV-Nr: BAR 1 / 6.Semester / ECTS: 10</u> Bachelor Thesis		
	<u>Scientific Presentation /ILV / LV-Nr: BAR 2 / 6.Semester / ECTS: 1</u>		

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| | <ul style="list-style-type: none">• Final presentation and• Handout |
|--|--|

2.4 Internship

The students choose an internship independently. They can draw on the extensive range of internship advertisements offered by the Kufstein University of Applied Sciences. The Director of Studies checks the professional correspondence of the internship activities with the contents of the course and the qualification profiles of the course of studies. Subsequently, the Director of Studies checks whether the internship corresponds to the training objectives of the program and whether the student can be employed according to his/her level of qualification. If these requirements are met, the organizational processing is carried out by the International Relations Office (IRO). A detailed internship guide supports students in organizing their internship semester; students can also contact the IRO and the Director of Studies if they have any questions or need support.

Students must apply for the internship using the form (= job description). The form contains the central data of the student and the internship supervision as well as the goals and the tasks/activities in the company providing the internship. The internship is confirmed or approved by the signatures of the Director of Studies and the internship supervisor.

The student must reflect, document and present the experiences and findings gathered and evaluate the internship. Conversely, the internship supervisor must evaluate the students. The student must prepare an interim report, a final report and a presentation and complete an evaluation form. At the beginning of the internship, he/she will receive an internship guide which lists the points to be worked on. A key requirement is to compare the agreed objectives with the achieved ones. The documentation prepared by the student and the supervisor is evaluated by the Director of Studies. If the achievement of the goals and the adaptation to the qualification level of the student are not guaranteed, the corresponding internship position is excluded for the future. A list and reports on the internships are available to subsequent students via the Moodle teaching platform.

2.5 Semester Abroad

In the 5th semester, students complete a full-time Bachelor degree in Business Management and spend an obligatory semester abroad at a partner university of the FH Kufstein Tirol. A total workload of 30 ECTS must be demonstrated at the partner university in question. In the course of preparation for their studies abroad, students are given selected institutions which are particularly suitable for the degree program. The list of institutions is based on many years of historical experience. The lectures abroad are designed to be related to the topics of the course in Business Management (especially in the areas of Management, Marketing and Finance). This ensures that students are given an in-depth knowledge of the relevant subjects so that the desired competences can be developed. Intercultural and linguistic competences, which are highly relevant in practice, are also developed during the studies abroad. Students are also encouraged to organize most of their stay abroad independently (e.g. search for accommodation, registration with the partner university, obtaining the necessary documents for registration and travel to the country in question, etc.).

The **allocation of the study places** themselves takes place in the ranking order of the grade average. First, the first preference is assigned to the student with the lowest average grade. Subsequently by the student with the second lowest grade average etc. If the first preference of a student cannot be assigned (because it is already occupied by a student with a lower grade average), the second preference is

assigned. If this preference has already been assigned, the third preference is assigned. If this is also already assigned, this student will be placed in a second round. The allocation process is shown in the following figure.

3 ADMISSION REQUIREMENTS

The admission requirements at the FH Kufstein Tirol are regulated according to the following terms:

1. The general admission requirements are regulated by § 4 FHG as amended; it applies to **persons with a general university entrance qualification**.

2. **Persons without a school-leaving certificate** must take a **university entrance examination** according to § 64 a UG 2002 as amended. These persons acquire the general university entrance qualification for Bachelor studies in a specialization group by passing the university entrance examination in accordance with an ordinance issued by the Rector's Office of a University. The successful completion of the university entrance examination thus entitles the holder to admission to all studies in the specialization group for which the university entrance qualification was acquired. The university entrance examination can be obtained for certain groups of subjects in accordance with an ordinance of the Rector's Office of a university, whereby the following group of subjects is relevant for the FH Kufstein:

Social and economic studies (e.g. Business Administration, Economic Education, Statistics, Sociology).

Applicants who have completed a 3-year **vocational, middle school, a training in the dual system** or a **subject-relevant German advanced technical college certificate** obtain the entitlement to study at the FH Kufstein Tirol through additional examinations in the subjects German, English and Mathematics. In the case of the German advanced technical college certificate, the additional examination must only be taken in those of the three subjects in which the grade is "inadequate" or worse. All additional examinations must be passed before the start of the third semester.

3. For **individuals with relevant dual training** the **apprenticeship certificate** in one of the following **special fields** according to the respectively valid announcement of the Federal Ministry of Economics, Family and Youth is valid as an admission requirement:

- Office, Administration, Organization
- Trade
- Tourism and Gastronomy
- Marketing & sales

4. **Persons with a degree** from one of the relevant **vocational middle schools** listed below may also be admitted:

- School of Hotel Management, School of Tourism, School of Gastronomy (three years)
- Commercial schools (at least two years)
- Vocational schools for tourism professions
- Vocational schools for economic professions (three years)
- Business school (at least two years)
- Commercial schools (three years)

Newly emerging apprenticeships in similar fields must be recognized accordingly.

The **group of persons under numbers 3. and 4.** must complete **additional examinations** by the beginning of the third semester as an entry requirement and, if necessary, take appropriate preparatory courses. This is possible at the FH Kufstein.

The following additional examinations are required for this group of people:

- German
- English
- Mathematics

Below is an overview of which subject area of the German FOS/BOS is the relevant admission requirement. Here, additional examinations must be taken within the first semesters in the subjects Mathematics, German and English (if a grade of "poor" or worse was achieved in these subjects).

	UF Bvz
FOS	
- Technology	X
- Economics & Administration	X
- Social Welfare	X
- Agriculture, Biotechnology and Environmental Technology	X
- Design	X
- Health	X
- International Business Studies	X
BOS	
- Technology	X
- Economics & Administration	X
- Social Welfare	X
- Agriculture, Biotechnology and Environmental Technology	X
- Health	X
- International Business Studies	X
In the case of relevant internships (marketing, trade, administration), other disciplines can also be accepted (after consultation with the Director of Studies).	X