



Study regulations of the Bachelor study program

Marketing & Communication Management

leading to the award of the academic title

Bachelor of Arts in Business,
abbreviated B.A.

as an appendix to the statutes of the FH Kufstein Tirol

Organizational form: part-time

Duration: 6 semesters

Total number of ECTS: 180 ECTS

Number of places per academic year: 27 part-time

Version 2.1

Approved by the FH Kufstein Board on 15th March 2017.

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With the amendment to the University Act 2020, the so-called "University of Applied Sciences Studies Act (FHStG)" has been renamed "University of Applied Sciences Act (FHG)". Accordingly, a necessary editorial adjustment was made in this document on January 13th, 2021 and the name FHStG was replaced by FHG.

1 JOB PROFILES

1.1 Fields of employment

Graduates of the study program Marketing & Communication Management have a wide range of employment opportunities. It is, however, difficult to divide these employment opportunities into individual sectors since the socio-technological development towards a media society means that institutions and companies from many **economic sectors** (particularly in the service sector) need and use marketing, advertising, communication and public relations. Core sectors include:

- Media, advertising and market communication
- Market research and consulting
- Creative economy
- Leisure, culture and sport companies
- Tourism and hospitality industry
- Trade and service
- Education, higher education sector
- Information and communication technology
- Industry and manufacturing
- Agency work, e.g. online marketing

As well as these sectors, the labor market offers many further opportunities for graduates of the Bachelor study program Marketing & Communication Management.

These days, an increasing number of small and medium-sized enterprises (SMEs) have their own in-house communication and creativity departments. Therefore, graduates also have the option of working for small and medium-sized companies in the west of Austria. The growing importance in all sectors of both internal and external corporate communication means that graduates can start working for many **institutions and types of companies** after completing their studies. These include large companies – such as manufacturing enterprises like Daimler Chrysler, service providers like Google and retailers like H&M – as well as regional SMEs, NGOs, agencies and advocacy groups.

The Bachelor study program Marketing & Communication Management teaches graduates to work in **positions** such as the following:

- Marketing manager
- Communication manager
- Agency manager
- Marketing and communication consultant
- Media planner
- PR manager
- Researcher
- Content manager
- Social media manager
- E-commerce manager
- Independent entrepreneur
- Product manager

The study program's broad, interdisciplinary approach means that graduates are able to complete **tasks** in all fields of **classic and digital marketing**, including concept development, operationalization and controlling of classic marketing activities. Furthermore, graduates have the skills and knowledge to work in internal and external corporate communication, for example in change management and PR work. Graduates of this Bachelor study program can carry out media planning, including drawing up concepts for cross-media campaigns, and use their knowledge of market research instruments in the area of strategic management and marketing (e.g. target group analysis and segmentation).

The skills they acquire through their studies also enable graduates to work in the field of consulting, helping clients to create marketing and communication strategies and to evaluate and monitor these. Skills related to media planning, drawing up offers and creating media productions can be applied in many working situations.

1.2 Qualification profile

The Bachelor study program qualifies graduates for the abovementioned positions, tasks and activities. Upon completion of the study program, graduates will have acquired skills in areas including the following.

Specialist skills

- **Social sciences**
Knowledge of current trends and developments towards individualization helps students to reflect on the interaction between technological progress and changes in society. This, in turn, enables them to recognize emerging trends at an early stage and react to them in the correct way.
- **Economics & marketing**
Graduates are able to work both as employees and as freelancers thanks to their knowledge of organizations and organizational structures, their expertise in marketing and management theories, and their implementation options and limitations, and their ability to understand and interpret relevant economic data.
- **Communication & media**
Knowledge and application of different communication and media theories as well as their models aim to achieve theoretical expertise as well as transfer, analysis and application skills. More generally, they help students to understand automated communication processes.

The following **modules** and **courses** serve to provide students with these specialist skills (courses held in English are followed by an "E"):

Module: "Fundamentals of Marketing" (MGL)

- Strategic Marketing & Marketing Planning
- Psychology in Advertising
- Branding & Positioning (E)

Module: "Marketing Management" (MMT)

- Service Management
- Advertising & Media Planning
- Marketing Management & Controlling (E)

Module: "Fundamentals of Communication Management" (KMG)

- Communication Theory
- Media Theory
- Media Aesthetics

Module: "Media Skills" (MEK)

- Ethics in Media & Marketing
- Media Training (E)
- Media Landscape

Module: "Economics 1" (WW1)

- Introduction to Business Studies
- Introduction to Economics

Module: "Economics 2" (WW2)

- Introduction to Accounting
- Controlling

Application skills

- **Marketing and applied research**

Practical skills – based on knowledge of marketing theory and relevant fields such as consumer behavior as well as on personal experience gathered through integrative case studies – give students the skills to selection the method, planning, calculation, design and evaluation of all marketing activities.

- **Project management**

As well as the course of the same name, which teaches the theory of project management, integrative case studies and group work give graduates the skills they need to plan, structure, coordinate, monitor, conclude and evaluate projects.

The following **modules** and **courses** serve to provide students with these methodological skills (courses held in English are followed by an "E"):

Module: "Applied Marketing" (ANM)

- Integrated Marketing Communication
- Product Development & Service Design
- Online Marketing

Module: "Marketing Research" (MFO)

- Market Research
- Marketing Skills
- Advanced Marketing Skills

Module: "Applied Communication" (ANK)

- Integrated Corporate Communication & PR
- Media Relations
- Applied Communication
- Marketing and Communication Project (E)

Module: "Management" (MGT)

- Fundamentals of Sociology & Organization (E)
- Strategic & Innovation Management (E)
- Management (E)

Module: "Applied Business Studies" (ABW)

- Introduction to Law
- Project Management
- Business Studies Skills

Module: "Management Techniques" (MTT)

- Team & Conflict Management
- Leadership Techniques
- Entrepreneurship (E)

Complementary skills (cross-cutting qualifications)

- **Criticism & teamwork skills**
Social skills such as teamwork are addressed in different courses, including the ability to criticize (and accept criticism) and manage conflicts.
- **Communication skills**
As well as the courses dedicated exclusively to this topic, which specifically aim to train students' linguistic communication, a wide range of courses address the general issue of communication skills in order to help students become aware of their use of language in communication situations as well as learn how to manage a conversation and the importance of intercultural skills.
- **Practical skills & internationality**
The goal of giving students practical skills which they can use in a wide range of international settings is achieved through a combination of theoretical and practical forms of working and thinking. The further students progress through the study program, the more the focus lies on practical skills (practical projects with external partners are carried out in the 3rd and 4th semester), culminating in an internship lasting one semester. Many courses are held in English and the study program includes a mandatory international study trip.
- **Self-management**
Different courses place different demands on students concerning the form of knowledge acquisition (alone/in groups; theory/practice; classroom teaching/blended learning/online learning) and time (self-study and deadlines within the courses). This means that students must learn to plan their time and motivate themselves.

The following **module** and **courses** serve to give students these personal skills (courses taught in English are followed by an "E"):

Module: "Social Skills" (SKT)

- Presentation Techniques
- Creativity Techniques
- Teambuilding
- Academic Writing Skills

Module: "Languages" (SPR)

- Foreign Language 1
- Foreign Language 2
- Foreign Language 3

Module: "Transfer of Skills & Internationality" (PRA)

- Practical Project 1
- Practical Project 2
- BA1 & BA2
- International Study Trip (E)
- Internship

2 CURRICULUM

2.1 Curriculum information

	Part-time	Comments
First academic year (YYYY/YY+1)	2017/18	
Normal duration of studies (number of semesters)	6	
Total course hours (mandatory) (total of all semesters)	92.5	
Teaching weeks per semester	15	
Total courses (mandatory) (total of all semesters)	1387.5	
Total ECTS (mandatory) (total of all semesters)	180	
Start of winter semester (date or calendar week)	Week 40	
End of winter semester (date or calendar week)	Week 5	
Start of summer semester (date or calendar week)	Week 11	
End of summer semester (date or calendar week)	Week 28	
Weeks in winter semester	15	
Weeks in summer semester	15	
Teaching language (to be indicated)	German/English	The proportion of English-language courses is currently 22% (20 out of 92 teaching hours)
Internship (semester, ECTS)	6th semester, 8 ECTS	

2.2 Curriculum

Modular overview

There are four module areas: Marketing (red), Communication Management (green), Economics & Management (blue) and Complementary Skills (purple).

Modulbaustein	Studiengang LV (SWS/ECTS) / Semester	LN	MKMbbB															
			1	1	2	2	3	3	4	4	5	5	6	6				
Marketing Grundlagen (MGL)	Strategisches Marketing & Marketingplanung (O)	MP			1	2												
	Werbepsychologie (O)				1	2												
	Branding & Positioning (O/E)				1	2												
	Marketing Grundlagen (P)				3	6												
Marketingmanagement (MMT)	Dienstleistungsmanagement (O)	MP					1	1										
	Werbung & Mediaplanung (O)						1	1										
	Marketingmanagement & Controlling (O/E)						1	1										
	Marketingmanagement (P)						3	5										
Angewandtes Marketing (ANM)	Integrierte Marketingkommunikation (O)	MP							1	2								
	Produktentwicklung & Servicedesign (O)								1	2								
	Online Marketing (O)									1	2							
	Angewandtes Marketing (P)									3	6							
Marketingforschung (MFO)	Marktforschung (O/P)	P/F			2	4												
	Marketingkompetenz (O/P)													2	4			
	Marketingvertiefung (O/P)													2	4			
Kommunikationsmanagement Grundlagen (KMG)	Kommunikationstheorie (O)	MP	1	2														
	Medientheorie (O)		1	2														
	Medienästhetik (O)		1	2														
	Kommunikationsmanagement Grundlagen (P)		3	6														
Angewandte Kommunikation (AKO)	Integrierte Unternehmenskommunikation & PR (O)	MP							1	2								
	Media Relations (O)								1	2								
	Disziplinen der Unternehmenskommunikation (O)									1	2							
	Angewandte Kommunikation (P)									3	6							
Medienkompetenz (MEK)	Marketing & Kommunikationsprojekt (P)	P													4	8		
	Ethik in Medien & Marketing (O)	MP										1	2					
	Mediatraining (O/E)												1	2				
	Medienlandschaft (O)												1	2				
Medienkompetenz (P)												3	6					
Wirtschaftswissenschaft 1 (WW1)	Einführung BWL (O)	MP	1	2*														
	Einführung VWL (O)		1	2														
	Wirtschaftswissenschaft 1 (P)		2	4*														
Wirtschaftswissenschaft 2 (WW2)	Einführung Rechnungswesen (O)	MP					1	2**										
	Controlling (O)						1	2										
	Wirtschaftswissenschaft 2 (P)						2	4**										
Management (MGT)	Grundlagen der Soziologie & Organisation (O/E)	MP			1	2												
	Strategisches & Innovationsmanagement (O/E)				1	2												
	Management (O/P)				2	4												
Angewandte Betriebswirtschaft (ABW)	Einführung Recht (P)	P	2	2														
	Projektmanagement (P)	P/F	1	1														
	BWL Kompetenz (P)	P/F													2	4		
Managementtechniken (MTT)	Team- & Konfliktmanagement (O)	MP										1	2					
	Führungstechniken (O)											1	2					
	Entrepreneurship (O/E)											1	2					
	Managementtechniken (P)											3	5					
Sprachen (SPR)	Fremdsprache 1	P	3	4														
	Fremdsprache 2	P			3	4												
	Fremdsprache 3	P					3	4										
Sozialkompetenzen (SKT)	Präsentationstechnik (P)	P/F	2	2														
	Kreativitätstechniken (P)	P/F							2	2								
	Teambuilding	P/F	1	1														
	Wissenschaftliches Arbeiten (P)	P			2	2												
Praxistransfer und Internationalität	Praxisprojekt 1	P					2	4										
	Praxisprojekt 2	P							2	4								
	BA1						0,5	6										
	BA2														0,5	6		
	Studienreise (E)	P										2	3					
Summen SWS/ECTS			19	30	17	30	15,5	30	16	30	16	30	9	30				
davon E-Learning			5	10	6	12	5	7	6	12	6	9	0	0				
in %			26	33	35	40	32	23	38	40	38	30	0	0				
zusätzl. SWS Gruppenteilung PP, Sprachen, BP und Vertiefung			3		3		7		4		1		0,5					
ASWS			22		20		22,5		20		17		9,5					

Semester-by-semester model of the curriculum

1st semester									
Code	Course name (*E* = English-language course)	Type	TU	No. of groups	TUO	CHO	Module	ECTS	
KMG1	Communication Theory	ILV	1	1	1	15	KMG	2	
KMG2	Media Theory	ILV	1	1	1	15	KMG	2	
KMG3	Media Aesthetics	ILV	1	1	1	15	KMG	2	
KMG4	Fundamentals of Communication Management	ILV	3	1	3	45	KMG	6	
WW1.1	Introduction to Business Studies*	ILV	1	1	1	15	WW1	2*	
WW1.2	Introduction to Economics*	ILV	1	1	1	15	WW1	2	
WW1.3	Economics 1*	ILV	2	1	2	30	WW1	4*	
ABW1	Introduction to Law	VO	2	1	2	30	ABW	2	
ABW2	Project Management	ILV	1	1	1	15	ABW	1	
SPR1	Foreign Language 1	ILV	3	2	6	90	SPR	4	
MAB.2	Presentation Technique	ILV	1	2	2	30	SKT	2	
ABW3	Teambuilding	ILV	1	2	2	30	SKT	1	
Total:				18		23	345		30
Course = total teaching units per week x teaching weeks per semester				270					

2nd semester									
Code	Course name (*E* = English-language course)	Type	TU	No. of groups	TUO	CHO	Module	ECTS	
MGL1	Strategic Marketing & Marketing Planning	ILV	1	1	1	15	MGL	2	
MGL2	Psychology in Advertising	ILV	1	1	1	15	MGL	2	
MGL3	<i>Branding & Positioning (E)</i>	ILV	1	1	1	15	MGL	2	
MGL4	Fundamentals of Marketing	ILV	3	1	3	45	MGL	6	
MFO2	Market Research	ILV	2	1	2	30	MFO	4	
MGT1	<i>Fundamentals of Sociology & Organization (E)</i>	ILV	1	1	1	15	MGT	2	
MGT2	<i>Strategic & Innovation Management (E)</i>	ILV	1	1	1	15	MGT	2	
MGT3	Management (E)	ILV	2	1	2	30	MGT	4	
SPR2	Foreign Language 2	ILV	3	2	6	90	SPR	4	
SKT	Academic Writing Skills	ILV	2	1	2	30	SKT	2	
Total:				17		20	300		30
Course = total teaching units per week x teaching weeks per semester				255					

3rd semester								
Code	LV name ("E" = English-language course, "WP" = optional subject)	Type	TU	No. of groups	TUO	CHO	Module	ECTS
MMT1	Service Management	ILV	1	1	1	15	MMT	1
MMT2	Advertising and Media Planning	ILV	1	1	1	15	MMT	1
MMT3	<i>Marketing Management & Controlling (E)</i>	ILV	1	1	1	15	MMT	1
MMT4	Marketing Management	ILV	3	1	3	45	MMT	5
WW2.1	Introduction to Accounting	ILV	1	1	1	15	WW2	2**
WW2.2	Controlling	ILV	1	1	1	15	WW2	2
WW2.3	Economics 2	ILV	2	1	2	30	WW2	4**
SPR3	Foreign Language 3	ILV	3	2	6	90	SPR	4
PRA1	Practical Projects 1	PT	2	3	6	90	PRA	4
PRA3	Bachelor Thesis Seminar & Bachelor Thesis 1	SE	0,5	1	0,5	7,5	PRA	6
Total:			15,5		22,5	337,5		30
Course = total teaching units per week x teaching weeks per semester			232,5					

4th semester								
Code	LV name ("E" = English-language course, "WP" = optional subject)	Type	TU	No. of groups	TUO	CHO	Module	ECTS
PRA.2	Integrated Marketing Communication	ILV	1	1	1	15	ANM	2
BAS.1	Product Development & Service Design	ILV	1	1	1	15	ANM	2
WM.1	Online Marketing	ILV	1	1	1	15	ANM	2
WM.2	Applied Marketing	ILV	3	1	3	45	ANM	6
AKO1	Integrated Corporate Communication & PR	ILV	1	1	1	15	AKO	2
AKO2	Media Relations	ILV	1	1	1	15	AKO	2
AKO3	Applied Communication	ILV	1	1	1	15	AKO	2
AKO4	Corporate Communication & PR	ILV	3	1	3	45	AKO	6
SKT2	Creativity Techniques	ILV	2	1	2	30	SKT	2
PRA2	Practical Projects 2	PT	2	3	6	90	PRA	4
Total:			16		20	300		30
Course = total teaching units per week x 15 teaching weeks per semester			240					

5th semester								
Code	Course name	Type	TU	No. of groups	TUO	CHO	Module	ECTS
MFO3	Advanced Marketing Skills	ILV	2	1,5***	3	45	MFO	4
MEK1	Ethics in Media and Marketing (E)	ILV	1	1	1	15	MEK	2
MEK2	<i>Media Training (E)</i>	ILV	1	1	1	15	MEK	2
MEK3	Media Landscape	ILV	1	1	1	15	MEK	2
MEK4	Media Skills	ILV	3	1	3	45	MEK	6
MMT1	Team & Conflict Management	ILV	1	1	1	15	MMT	2
MMT2	Leadership Techniques	ILV	1	1	1	15	MMT	2
MMT3	<i>Entrepreneurship (E)</i>	ILV	1	1	1	15	MMT	2
MMT4	Management Techniques	ILV	3	1	3	45	MMT	5
PRA	<i>International study trip (E)</i>	EX	2	2	4	60	PRA	3
Total:			16		19	285		30
Course = total teaching units per week x teaching weeks per semester			240					

6th semester									
Code	Course name (“E” = English-language course)	Type	TU	No. of groups	TUO	CHO	Module	ECTS	
MFO2	Marketing Skills	SE	2	1	2	30	MFO	4	
AKO5	<i>Marketing and Communication Project (E)</i>	PT	4	1	4	60	AKO	8	
ABW3	Business Studies Skills	SE	2	1	2	30	ABW	4	
PRA4	Bachelor Thesis Seminar & Bachelor Thesis 2	SE	0,5	1	0,5	7,5	BAS	6	
PRA5	Internship	BP	0,5	2	1	15	PRA	8	
Total:			9		9,5	142,5		30	
Course = total teaching units per week x 15 teaching weeks per semester			127,5						
Total (all semesters)			91		114	1710		180	
Total (all semesters)			1365						

* 1 ECTS Business Studies is shown in course Economics 1

** 1 ECTS Accounting is shown in course Economics 2

*** is offered together with MKM.vzB

Abbreviations			
CHO	Course hours offered	ECTS	ECTS credits
E	English-language course	BP	Internship
TUO	Teaching units offered	PT	Project
ECTS	European Credit Transfer System	SE	Seminar
CO	Course	TU	Teaching unit(s)
CH	Course hour(s)	ITG	Integrated course

2.3. Module descriptions

Module number:	Module title:	Number of ECTS:
MGL	Fundamentals of Marketing	12 ECTS
Study program	Marketing & Communication Management	
Position in curriculum	2nd semester	
Categorization	Marketing	
Level	Introduction	
Previous knowledge	None	
Block course	If required	
Participating students	Beginners	
Contributes to following modules	Marketing Management, develops knowledge and marketing expertise in an interdisciplinary context	
Recommended reading	<p>Strategic Marketing & Marketing Planning</p> <ul style="list-style-type: none"> • Kotler, P., Amstrong, G., and Saunders, J. (2010). Grundlagen des Marketing. 5. Auflage, Essex: Pearson Studium. • Lovelock, C.H., and Wirtz, J. (2011). Services Marketing: People, Technology, Strategy, 7/E, NJ: Prentice Hall. • Kotler, P., Keller, K., and Bliemel, F. (2007). Marketing-Management, Essex: Pearson Studium. <p>Psychology in Advertising</p> <ul style="list-style-type: none"> • Mayer, H.O. (2005). Einführung in die Wahrnehmungs-, Lern- und Werbe-Psychologie, 2. Überarbeitete und erweiterte Auflage, München: Oldenbourg Verlag. • Felser, G. (2015). Werbe- und Konsumentenpsychologie, Heidelberg: Springer Verlag. • Jansson-Boyd, C.V. (2010). Consumer Psychology, Berkshire: McGraw Hill. • Kroeber-Riel, W., Weinberg, P., and Gröppel-Klein, A. (2009). Konsumentenverhalten. Vahlen Verlag. <p>Branding & Positioning</p> <ul style="list-style-type: none"> • Keller, K.L. (2012). Strategic Brand Management: Building, Measuring, and Managing Brand Equity, 4th Edition, NY: Pearson. • Kotler, P, Keller, K.L. (2012). Marketing Management, NJ: Prentice Hall. • Esch, F.R. (2014). Strategie und Technik der Markenführung, 8. überarbeitete und erweiterte Auflage, München: Verlag Vahlen. <p>Selected articles from scientific journals</p>	
Acquisition of skills	<p>Strategic Marketing & Marketing Planning</p> <p>The course Strategic Marketing and Marketing Planning concentrates on preparing students for the modules which follow in the study program. Students learn about the different marketing instruments available and how each is used in everyday marketing work. For this, they</p>	

	<p>are taught the main marketing theories which underpin the marketing process. These, in turn, draw on knowledge from other fields. Students understand marketing strategies and have fundamental knowledge of entrepreneurial thinking.</p> <p>Psychology in Advertising Students understand the influence of human behavior on the perception and success of advertising. By combining the results of psychological research and knowledge of human behavior, students are able to analyze marketing instruments and their effectiveness for different target audiences. They are also able to recognize reception patterns and plan their own communication accordingly.</p> <p>Branding & Positioning Students learn about the fundamental strategies of marketing management and are able to describe and then apply these. Furthermore, students gain knowledge of different strategies for successful positioning of products and services in local and global market environments.</p> <p>Fundamentals of Marketing Students are able to connect the fundamentals of marketing and customer behavior, thereby giving them an understanding of the entire marketing process.</p>
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Course title	Strategic Marketing & Marketing Planning
Number of ECTS	2 ECTS
Position in curriculum	2nd semester
Teaching and learning methods	eLearning
Examination methods	Module examination
Course content	<p>The course Strategic Marketing and Marketing Planning uses its eLearning modules to introduce fundamental terms, theories and concepts which are then discussed in more detail in class. Students learn about the fundamental concepts of marketing such as needs, wishes, demand and promised benefits. With the help of the STM models (segmentation, targeting & positioning) the marketing management process is understood as a circular process. The marketing mix is also addressed as a central instrument of marketing and marketing planning. After introducing students to the fundamentals, the course looks at the position of marketing in the context of strategic planning. Strategies for successful positioning, growth potential and implementation methods of market positioning are incorporated into the overall concept. Tools such as the SWOT analysis, portfolio matrix and Ansoff matrix are used.</p>

Course title	Psychology in Advertising
Number of ECTS	2 ECTS
Position in curriculum	2nd semester
Teaching and learning methods	eLearning
Examination methods	Module examination
Course content	<p>The course Psychology in Advertising focuses on aspects of consumer psychology which form the basis for understanding consumer behavior. Theories on the behavior of consumers – drawing on a combination of activating processes (emotion, motivation, attitude), cognitive processes (reception, processing and saving of information) and decision behavior – are at the heart of the course. Students learn about methods of researching consumer experiences and behavior. They are also introduced to the effect of communication methods on consumer psychology. Important ideas such as motivation, image, cognition and activation are introduced. Students are therefore able to analyze different theoretical approaches (e.g. theories on perception, emotion, learning and attitude) and develop their own theories. This gives them the fundamental skills they need to analyze the practical application of such theories in marketing (e.g. effect of color and shape in print advertising).</p> <p>Upon completion of the course, students are able to understand consumer behavior, recognize interactions between communication, marketing and consumer behavior, and apply this knowledge in real-life situations.</p>

Course title	Branding & Positioning
Number of ECTS	2 ECTS
Position in curriculum	2nd semester
Teaching and learning methods	eLearning
Examination methods	Module examination
Course content	<p>This course provides an overview of the most important aspects of strategic brand management from a marketing and corporate perspective. Fundamental concepts such as brand development, brand building, brand management and developing brand value are introduced in theory and discussed using case studies, with the emphasis on the importance of differentiation for brands and brand management. Students learn how brands are built and designed and how brand management, brand expansion and revitalization of brands are carried out from the initial concept to the actual implementation.</p>

Course title	Fundamentals of Marketing
Number of ECTS	6 ECTS
Position in curriculum	2nd semester
Teaching and learning methods	Classroom lesson
Examination methods	Module examination: presentation and/or written essay on module topics
Course content	This course connects knowledge students have acquired in the courses Fundamentals of Marketing, Psychology in Advertising and Branding & Positioning. The focus is on practical application of these skills using discussions, case studies, excursions and projects.

Module number:	Module title:	Number of ECTS:
MMT	Marketing Management	8 ECTS
Study program	Marketing & Communication Management	
Position in curriculum	3rd semester	
Categorization	Marketing	
Level	Advanced module	
Previous knowledge	Module Fundamentals of Marketing	
Block course	If required	
Participating students	Advanced students	
Contributes to following modules	Applied Marketing	
Recommended reading	<p>Service Management</p> <ul style="list-style-type: none"> • Kroeber-Riel, W., Weinberg, P., and Gröppel-Klein, A. (2009). Konsumentenverhalten. Vahlen Verlag • Solomon, M., Bamossy, G., Askegaard, S., and Hogg, M.K. (2013). Consumer Behavior: A European Perspective, 5/E, Essex: Pearson Education. <p>Advertising & Media Planning</p> <ul style="list-style-type: none"> • Unger, F., Fuchs, W., and Michel, B. (2012): Mediaplanung - Methodische Grundlagen und praktische Anwendungen. Springer Verlag • Katz, H. (2014): The Media Handbook: A Complete Guide to Advertising Media Selection, Planning, Research, and Buying, Fifth Edition, London: Routledge. • Baron, R., and Sissors, J. (2010). Advertising Media Planning, Seventh Edition, New York: McGraw Hill. • Young, A. (2011). Brand Media Strategy: Integrated Communications Planning in the Digital Era, New York: Palgrave Macmillan. 	

	<p>Marketing Management & Controlling</p> <ul style="list-style-type: none"> • Kotler, P., & Keller, K.L. (2007) : Marketing Management. Upper Saddle River. • Köhler R. (2002): Überwachung des Marketing in: Coenberg, A.G. /Wysocki, K.V. (Hrsg.): Handwörterbuch der Revision, Sp. 1269-1284. Schäffer-Poeschel Verlag • Köhler, R. (2006): Marketing-Controlling: Konzepte und Methoden. Gabler Verlag <p>Selected articles from scientific journals</p>
<p>Acquisition of skills</p>	<p>Service Management Students recognize the challenge posed by marketing services, which in most cases are intangible, and are introduced to process analysis tools (service blueprint, flow charts, capacity management, quality measurement, integration of new technologies, etc.) that are essential for the successful implementation of a customer-oriented marketing strategy. Furthermore, they learn about theories and concepts for the optimal design of service environments and are therefore able to understand how a service environment should be in order to generate positive customer reactions such as consumption, recommendation, satisfaction, loyalty, etc.</p> <p>Advertising & Media Planning Students are able to analyze and evaluate a media plan. As well as knowledge of marketing planning and the analysis of target audiences and the market situation, students learn to define communication goals for advertising campaigns, to transform these into media goals and, using the media mix, to develop a media strategy, calculate the advertising budget and takes measures to monitor the success. Students' knowledge of classic and new media channels, their respective uses and how they affect consumption behavior in a target audience give them the skills to plan the use of media and monitor quality.</p> <p>Marketing Management & Controlling Students learn about the specifics of marketing controlling. They also receive preparation to think on a market-oriented way and to apply the fundamentals of this approach. By carrying out and then evaluating practical tasks, students increase their ability for self-reflection.</p> <p>Marketing Management Students learn to connect their knowledge about service management, service marketing and media planning. Furthermore, they have an idea about how brand and service messages should be developed in order to maximize profits and publicity, and how these messages can be communicated in the best way to the target audience.</p>

Course title	Service Management
Number of ECTS	1 ECTS
Position in curriculum	3rd semester
Teaching and learning methods	eLearning
Examination methods	Module examination
Course content	<p>This course addresses challenges facing companies when it comes to creating and providing high-quality and highly emotionalized services (medical, legal, educational), because the consumption of these services is often associated with certain risks. In order to create and offer customer-oriented and excellent services, students learn to deal with concepts and methods necessary for developing marketing strategies. They are taught about the potential for differentiating services, standardizing services, improving quality and increasing productivity.</p>

Course title	Advertising & Media Planning
Number of ECTS	1 ECTS
Position in curriculum	3rd semester
Teaching and learning methods	eLearning
Examination methods	Module examination
Course content	<p>The course Advertising and Media Planning is an integrative course and therefore addresses the different "above the line" and "below the line" media and communication channels. Both classic (e.g. print, radio, out-of-home) and new (e.g. internet, social media) channels of communication are discussed from a range of different viewpoints. These include their history, area of application, effect, usage criteria, media usage behavior, and their respective advantages and disadvantages from a range of different user perspectives.</p> <p>Competition environment and costs are looked at in details in order to use the results efficiently and effectively for media planning. One of the main areas of focus remains classic advertising media.</p> <p>After introducing students to the most important media data (e.g. circulation, reach, average contacts (OTS), media weighting (GRP)), examples are used to highlight the practical side of media planning.</p>

Course title	Marketing Management & Controlling
Number of ECTS	1 ECTS
Position in curriculum	3rd semester
Teaching and learning methods	eLearning
Examination methods	Module examination
Course content	<p>Students learn about the principle of market-oriented business management in order to deepen their knowledge of marketing. Marketing as a management task must cover a range of areas – planning, steering, monitoring and coordination define just some of the important aspects of marketing management. Marketing controlling is responsible for analyzing the effectiveness and efficiency of market-oriented business management. Here, it is first and foremost about whether the goals have been reached and whether the instruments chosen are the best in order to reach these goals. Students should be able to ask and answer these questions, and to react to the respective results. The product management system is also mentioned, and with it the connected processes within a company.</p>

Course title	Marketing Management
Number of ECTS	5 ECTS
Position in curriculum	3rd semester
Teaching and learning methods	Classroom lesson
Examination methods	Module examination: written examination on topics addressed in the module Marketing Management
Course content	<p>This course aims to connect the knowledge acquired in the courses Service Management, Media Planning and Marketing Controlling. Connections between these topics are highlighted and looked at from different perspectives. The focus is on practical application of these skills using discussions, case studies, excursions and projects.</p>

Module number:	Module title:	Number of ECTS:
ANM	Applied Marketing	12 ECTS
Study program	Marketing & Communication Management	
Position in curriculum	4th semester	
Categorization	Marketing	
Level	Advanced module	
Previous knowledge	Module Fundamentals of Marketing & Marketing Management	
Block course	If required	

Participating students	Advanced students
Contributes to following modules	Marketing project, marketing skills
Recommended reading	<p>Integrated Marketing Communication</p> <ul style="list-style-type: none"> • Bruhn, M. (2011). Marketing Kommunikation: Handbuch für integriertes Kommunikationsmanagement, 2. Auflage, Wiesbaden: Gabler. <p>Product Development & Service Design</p> <ul style="list-style-type: none"> • Ulrich K.T., and Eppinger S.D. (2015): Product Design and Development, Sixth Edition, NY.: McGraw-Hill • Crawford, M., and DiBenedetto, A. (2014): New Products Management, 10th Edition, NY: McGraw-Hill. <p>Online Marketing</p> <ul style="list-style-type: none"> • Diller, H., Köhler, R., Kollmann, T. (2013): Online-Marketing. Kohlhammer Verlag. • Lammenett, E., and Kreutzer, R. (2012): Praxisorientiertes Online-Marketing. Wiesbaden: Gabler Verlag. • Ritschl, H. (2013): Online Marketing Kampagnen. Mitp Verlag
Acquisition of skills	<p>Integrated Marketing Communication Students learn to create and put into operation their own integrated marketing concepts. They know about the methods of marketing management in detail, are aware of the advantages and disadvantages of the different communication channels (incl. online and e-marketing), are able to combine different media in an innovative way, and are able to implement the marketing methods and communication channels they have learned about in 360° communication. Students learn how to apply the knowledge they have gained about the importance, use and costs of communication channels.</p> <p>Product Development & Service Design Developing and designing new products and services is one of the most important and most risky challenges for companies. Upon completion of this course, students are able to name the different steps in the product development process and to explain how companies generate and implement ideas for new products.</p> <p>Online Marketing Students learn to evaluate opportunities and risks of marketing measures on the web. They know possible channels and methods, such as search engine marketing (SEM) and social media marketing.</p> <p>Applied Marketing Students learn to combine the knowledge they have acquired about integrated marketing communication, product development and online marketing. Furthermore, they have an idea how marketing campaigns are run, from the planning stage to the practical implementation and monitoring of success.</p>
Course title	Integrated Marketing Communication
Number of ECTS	2 ECTS
Position in curriculum	4th semester

Teaching and learning methods	eLearning
Examination methods	Module examination
Course content	<p>Building on the knowledge acquired in the previous semester, which addressed both classic and new media and communication channels for internal and external corporate communication as well as their underlying marketing strategies, students in this course learn how to combine different communication methods (monological and dialogical) in theory and in practice using case studies.</p> <p>While the course Advertising and Media Planning focused on classic media, this course addressed first and foremost complex dialogical media.</p>

Course title	Product Development & Service Design
Number of ECTS	2 ECTS
Position in curriculum	4th semester
Teaching and learning methods	eLearning
Examination methods	
Course content	<p>In this course students learn about the principles and practical application of product development, design, marketing and introducing new products and services. Students learn how to integrate (end) consumers into this process, which concepts and tools can be used to support successful product development, which role the product life cycle plays, and which marketing strategies can be used in the different phases of the product life cycle.</p>

Course title	Online Marketing
Number of ECTS	2 ECTS
Position in curriculum	4th semester
Teaching and learning methods	eLearning
Examination methods	Module examination
Course content	<p>Students learn about online marketing measures. These include everything from search engine marketing and e-mail marketing to marketing on own and third-party websites. Special aspects of these marketing forms are looked at, as well as how to address target groups, calculate costs and measure impact.</p>

Course title	Applied Marketing
Number of ECTS	6 ECTS
Position in curriculum	4th semester
Teaching and learning methods	Classroom lesson
Examination methods	Module examination: final written essay and presentation

Course content	This course connects the knowledge acquired by students in the courses Integrated Marketing Communication, Product Development and Online Marketing. Connections between these topics are highlighted and looked at from different perspectives. The focus here is on practical application of the skills students have acquired. Students develop a marketing campaign using skills and knowledge from all modules.
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Module number:	Module title:	Number of ECTS:
MFO	Marketing Research	12 ECTS
Study program	Marketing & Communication Management	
Position in curriculum	2nd semester, 5th semester, 6th semester	
Categorization	Marketing	
Level	Advanced module	
Previous knowledge	Fundamentals of Marketing	
Block course	If required	
Participating students	Advanced students	
Contributes to following modules		

Recommended reading	<p>Market Research</p> <ul style="list-style-type: none"> • Saunders, M., and Lewis, P. (2012). Doing Research in Business and Management: An Essential Guide to Planning Your Project, Essex: Pearson Education • Berekoven, L., Eckert, W., and Ellenrieder, P. (2006). Marktforschung -Methodische Grundlagen und praktische Anwendungen. Gabler Verlag. • Kotler, P., Armstrong, G., Saunders, J., and Wong, V. (2007). Grundlagen des Marketing. Pearson Studium. (chapter "Marktforschung" pp. 399-449) <p>Advanced Marketing Skills</p> <ul style="list-style-type: none"> • Kotler, P., Keller, K.L., and Opresnik, M.O. (2015). Marketing-Management: Konzepte - Instrumente – Unternehmensfallstudien, Pearson Studium. <p>Marketing Skills</p> <ul style="list-style-type: none"> • Schnettler, J., and Wendt, G. (2015). Marketingkompetenz: Werbung und Kommunikation planen: Konzeption, Media und Kreation, Cornelson. <p>Selected articles from scientific journals</p>
Acquisition of skills	<p>Market Research</p> <p>Students learn about state-of-the-art principles, approaches and techniques for quantitative and qualitative (psychological) market research, both in theory and in practice.</p> <p>Advanced Marketing Skills</p>

	<p>Students have advanced knowledge of marketing planning and marketing organization. They are able to develop and carry out academic or application-oriented marketing projects, and to analyze these by deriving recommendations for action.</p> <p>Marketing Skills In this course the knowledge already acquired by students in other courses is applied to real-life situations.</p> <p>Marketing Research Students learn to recognize specific problems in the field of marketing and, using the correct market research instruments, are able to analyze and implement them.</p>
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Course title	Market Research
Number of ECTS	4 ECTS
Position in curriculum	2nd semester
Teaching and learning methods	eLearning and classroom lessons
Examination methods	Written examination
Course content	The course Market Research teaches students to analyze the fundamental principles and approaches to research processes. As well as defining market research, the course looks at fundamental areas such as tasks, fields of application and importance from a theoretical perspective. The market research process is then analyzed in its individual steps, both in theory and using a practical project. Steps include: research design; planning and implementation (pilot studies, pre-test, sampling, briefings); data collection; data entry and data correction; evaluation; interpretation; final report.

Course title	Marketing Skills
Number of ECTS	4 ECTS
Position in curriculum	6th semester
Teaching and learning methods	eLearning and classroom lessons
Examination methods	Case study
Course content	The course Marketing Skills gives students the opportunity to develop and consolidate the knowledge they have already acquired by applying then to real-life problems and through the use of didactic methods (case study analysis).

Course title	Advanced Marketing Skills
Number of ECTS	4 ECTS
Position in curriculum	5th semester

Teaching and learning methods	eLearning and classroom lessons
Examination methods	Examination at the end of the course
Course content	Building on the fundamentals of strategic marketing planning, students learn how to deal with a range of marketing problems in an efficient and effective way. This is carried out by selecting a specific area of focus. The course includes organization, implementation and reflection on academic and application-oriented tasks in the field of marketing.

Module number:	Module title:	Number of ECTS:
KMG	Fundamentals of Communication Management	12 ECTS
Study program	Marketing & Communication Management	
Position in curriculum	1st semester	
Categorization	Communication Management	
Level	Introduction	
Previous knowledge	None	
Block course	If necessary	
Participating students	Beginners	
Contributes to following modules	Pre-requisite for modules Practical Communication Skills & Media Skills	
Recommended reading	<p>Communication Theory</p> <ul style="list-style-type: none"> • Merten, K. (1999). Einführung in die Kommunikationswissenschaft. Band 1: Grundlagen der Kommunikationswissenschaft. Münster: Lit Verlag. • Burkart, R. (2002). Kommunikationswissenschaft. Wien/Köln/Weimar: Böhlau UTB. • Bonfadelli, H., Jarren, O., & Siegert, G. (Hrsg.). (2010). Einführung in die Publizistikwissenschaft. Stuttgart: Haupt UTB. • Burkart, R., & Hömberg, W. (2015). Kommunikationstheorien: Ein Textbuch zur Einführung. 8. Auflage. Wien: new academic press. <p>Media Theory</p> <ul style="list-style-type: none"> • Böhn, A. & Seidler, A. (2008). Mediengeschichte: Eine Einführung. Tübingen: Narr Verlag. • Hartmann, F. (2008). Medien und Kommunikation. Stuttgart: UTB. • Mersch, D. (2009). Medientheorien zur Einführung. Hamburg: Junius Verlag • Manovich, L. (2002). The language of new media. Cambridge, Mass.: MIT Press. <p>Media Aesthetics</p>	

	<ul style="list-style-type: none"> • Sturken, M., and Cartwright, L. (2009). Practices of looking: an introduction to visual culture. New York: Oxford University Press. • Manovich, L. (2013). Software takes command : extending the language of new media. New York: Bloomsbury.
<p>Acquisition of skills</p>	<p>Communication Theory Students learn about the design of communicative processes and are able to analyze them. As well as psychological models, the focus is on mass-media communication processes. The theories and models aim to give students the transfer, analysis and application skills, and more generally to improve their knowledge of the often automated communication processes.</p> <p>Media Theory Students are able to recognize central aspects of the history of media and to understand the definitions of media. Furthermore, students know about different media theories, are able to explain these and to reflect on them in a critical manner. These theoretical skills can be applied to analyses and discussions of media situations. Function as an effect of media is addressed and explained using a range of different theoretical approaches.</p> <p>Media Aesthetics Students learn to analyze media-influenced aesthetic perception processes and to apply this knowledge to the construction of media artefacts. Key in this context are connections between senses and perception, style and taste development, as well as the resulting representations and visual culture. Students have the opportunity to apply the knowledge they have acquired using examples mainly focusing on new media.</p> <p>Fundamentals of Communication Management Students learn to connect the knowledge they have acquired in the courses Communication Theory, Media Theory and Media Aesthetics, and have a solid theoretical basis for communication management.</p>

Course title	Communication Theory
Number of ECTS	2 ECTS
Position in curriculum	1st semester
Teaching and learning methods	eLearning
Examination methods	Module examination
Course content	<p>This course presents the wide field of communication, thereby providing an important basis for the rest of the study program. As well as defining terms specific to this field, the following areas will be looked at in detail:</p> <ul style="list-style-type: none"> • communication models (e.g. Stimulus Response, Maletzke, Lasswell Formula, Communication Square, etc.) • communication theories (e.g. agenda setting, gatekeeper, news factors, spiral of silence, etc.) • the effect of communication • the ideas of Luhmann, Habermas and Watzlawick. <p>Theory and practice are combined to consolidate this knowledge.</p>

Course title	Media Theory
Number of ECTS	2 ECTS
Position in curriculum	1st semester
Teaching and learning methods	eLearning
Examination methods	Module examination
Course content	<p>This introductory course presents the history, development and effects of media using the most important works on media theory, addressing both individual media and mass media. Relevant media theories are presented. Students are encouraged to reflect on these in a critical way and to apply the results of these reflections on different media theories to corporate communication and marketing. The course content covers first and foremost:</p> <ul style="list-style-type: none"> • media history and definitions of media • importance of technology-based media (new/digital media) • media theories according to Marschall McLuhan, Lev Manovich, Niklas Luhmann.

Course title	Media Aesthetics
Number of ECTS	2 ECTS
Position in curriculum	1st semester
Teaching and learning methods	eLearning
Examination methods	Module examination
Course content	An important aspect of this course is the influence of media on the way societies and cultures view themselves. Sensory perception and taste development are touched upon, as well as technological reproducibility and the concept of representation. Students also reflect on the mutual relationship between technology and media in the context of style and sensory perception. Specific topics such as the mutual influence of aesthetic, material and formal states of media and the design and effect of media artefacts are addressed through reading and practical exercises.

Course title	Fundamentals of Communication Management
Number of ECTS	6 ECTS
Position in curriculum	1st semester
Teaching and learning methods	Classroom lesson
Examination methods	Module examination: Written examination
Course content	This course connects knowledge acquired by students in the courses Communication Theory, Media Theory and Media Aesthetics. Connections between these topics are highlighted and looked at from different perspectives.

Module number:	Module title:	Number of ECTS:
AKO	Applied Communication	20 ECTS
Study program	Marketing & Communication Management	
Position in curriculum	4th semester and 6th semester	
Categorization	Social Sciences & Economics	
Level	Introduction	
Previous knowledge	Course "Fundamentals of Communication Management"	
Block course	If necessary	
Participating students	Advanced students	
Contributes to following modules	Media Skills	

<p>Recommended reading</p>	<p>Integrated Corporate Communication & PR</p> <ul style="list-style-type: none"> • Zerfaß, A., & Piwinger, M. (Hrsg.). (2014). Handbuch Unternehmenskommunikation: Strategie - Management - Wertschöpfung. Wiesbaden: Gabler. • Bruhn, M. (2014). Integrierte Unternehmens- und Markenkommunikation: Strategische Planung und operative Umsetzung. 6. Auflage. Stuttgart: Schäffer-Poeschel. <p>Media Relations</p> <ul style="list-style-type: none"> • Bruhn, M. (2013). Kommunikationspolitik. Systematischer Einsatz der Kommunikation für Unternehmen. München: Vahlen. • Mast, C. (2016). Unternehmenskommunikation. Konstanz, München: UVK. <p>Applied Communication</p> <ul style="list-style-type: none"> • Huck-Sandhu, S. (Hrsg.). (2016). Interne Kommunikation im Wandel. Theoretische Konzepte und empirische Befunde. Wiesbaden: Springer. • Frohlich, R. & Koch, T. (Hrsg.). (2015). Politik-PR-Persuasion: Strukturen, Funktionen und Wirkungen Politischer Öffentlichkeitsarbeit. München: Springer. • Immerschitt, W. (2015). Aktive Krisenkommunikation. Erste Hilfe für Management und Krisenstab. Wiesbaden: Springer. <p>Marketing and Communication Project</p> <ul style="list-style-type: none"> • Merten, K. (2013). Konzeption von Kommunikation. Theorie und Praxis des strategischen Kommunikationsmanagements. Wiesbaden: Springer.
<p>Acquisition of skills</p>	<p>Integrated Corporate Communication & PR</p> <p>Students receive a theoretical grounding in the different steps involved in successful, harmonized corporate communication and are able to apply communication tools in a networked and strategic manner. Furthermore, they are familiar with the development of communication processes and know the demands of modern, integrated, digital corporate communication, both internal and external.</p> <p>Media Relations</p> <p>The communication and media landscape is currently experiencing a period of upheaval. Formerly powerful communication channels such as print newspapers will play only a secondary role in future when it comes to determining which is the most influential channel of communication. Upon completing of this course, students will be able to apply the instruments of analogue and digital media in a targeted and effective way. Furthermore, they are able to interpret data on media use and apply these to specific target audiences, for example by differentiating between journalists, bloggers and influencers. Students know how to access gatekeepers and stakeholders in current communication channels.</p> <p>Applied Communication</p> <p>Storytelling, crisis communication, issue management, social media, lobbying or internal communication? Students are aware of the importance of the different communication disciplines, how to use them and to combine them in an efficient and effective way.</p>

	<p>Marketing and Communication Project With this project the students collect practical experience by applying their theoretical knowledge to the field of marketing & communication management in order to develop and implement comprehensive solutions to real-life problems.</p>
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Course title	Integrated Corporate Communication & PR
Number of ECTS	2 ECTS
Position in curriculum	4th semester
Teaching and learning methods	eLearning
Examination methods	Module examination
Course content	<p>This course gives students an overview of the different disciplines related to corporate communication. In particular, it looks at the new challenges facing traditional organization structures as a result of digital communication channels. Building on that, students learn that consistent communication requires an integrated and harmonized approach combining all areas of the company. The main focus is placed on the strategic conception of corporate communication processes.</p>

Course title	Media Relations
Number of ECTS	2 ECTS
Position in curriculum	4th semester
Teaching and learning methods	eLearning
Examination methods	Module examination
Course content	<p>Classic media and press work has changed radically in recent years. In order to deal with these changes successfully and shape them, students learn about the skills and opportunities of successful media and press work. How do journalists work? Which roles do social media and bloggers play? How can I reach my target audience? And how can I communicate my messages via the relevant media channels?</p> <p>Furthermore, the course looks at how different sections of society use media. This knowledge forms the foundation for developing external communication strategies. Finally, students learn about appropriate evaluation and monitoring tools for corporate communication.</p>

Course title	Disciplines of Corporate Communication
Number of ECTS	2 ECTS
Position in curriculum	4th semester
Teaching and learning methods	eLearning

Examination methods	Module examination
Course content	This course teaches students about the different disciplines of corporate communication. Storytelling, issue management, crisis PR, internal communication and social media – the students know about the strategic benefits of these and other disciplines and learn how to combine them.

Course title	Applied Communication
Number of ECTS	6 ECTS
Position in curriculum	4th semester
Teaching and learning methods	Classroom lesson
Examination methods	Module examination: Final written essay and presentation
Course content	This course connects knowledge acquired by students in the courses Integrated Corporate Communication, Media Relations and Disciplines of Corporate Communication. The main focus is on developing an integrated communication concept. This includes theoretical input in the form of models of communication, in particular from the online course Integrated Corporate Communication. Furthermore, students analyze and discuss the latest developments in the media and communication landscape. A holistic approach is used to consolidate consistent communication content with different communication instruments.

Course title	Marketing and Communication Project
Number of ECTS	8 ECTS
Position in curriculum	6th semester
Teaching and learning methods	Classroom lesson
Examination methods	Project
Course content	Building on the previous courses on marketing & communication management, students have the opportunity to apply their knowledge to real-life projects. This means that they can consolidate and develop their project management skills, as well as connecting these skills with expertise from the fields of marketing, communication and media. Important aspects of this course are the development of solutions based on theoretical knowledge and the practical requirements of the respective project, as well as ongoing reflection on the student's own approach throughout the project.

Module number:	Module title:	Number of ECTS:
MEK	Media Skills	12 ECTS
Study program	Marketing & Communication Management	
Position in curriculum	5th semester	
Categorization	Social Sciences & Economics; Humanities	
Level	Introduction	
Previous knowledge	Fundamentals of Communication Management	
Block course	If required	
Participating students	Advanced students	
Contributes to following modules	-	
Acquisition of skills	<p>Ethics in Media and Marketing Students are familiar with the three fundamental ethical schools of thought: teleology, deontology and virtue ethics. They are able to address ethical questions in a structured way and know the ethical challenges of the modern media and marketing world.</p> <p>Media Training From argumentation techniques to the classic rule of five, event management and video production. Students are familiar with the broad terrain covered by media training. Furthermore, they are able to use their multimedia skills to successfully complete tasks related to current topics. This also goes for classic format such as press conferences.</p> <p>Media Landscape Students learn about the special aspects of the Austrian media landscape and the position of Austrian media in an international context. They are able to recognize media quality and know about the influence and special nature of Austrian media.</p>	

Course title	Ethics in Media and Marketing
Number of ECTS	2 ECTS
Position in curriculum	5th semester
Teaching and learning methods	eLearning
Examination methods	Written examination
Course content	The course Ethics in Media and Marketing is the foundation for a critical analysis of topics which play a role in current public discourse. Students address the question of what it means to act cor-

	<p>rectly and are able to analyze this issue. Concepts such as happiness, reason, responsibility, freedom, morality and value are important in this context.</p> <p>The course looks in detail at interdependencies between journalism, marketing, media and society.</p> <p>Students look at different approaches and their respective theories in order to prepare them for developing their own concepts, thinking patterns and arguments in the field of media and marketing ethics.</p>
Course title	Media Training
Number of ECTS	2 ECTS
Position in curriculum	5th semester
Teaching and learning methods	eLearning
Examination methods	Module examination
Course content	<p>The course Media Training prepares students to work in a range of media situations later in life. As well as insights into communication psychology and argumentation techniques, it introduces students to interviewing methods and correct behavior when it comes to current challenges of digital communication.</p>

Course title	Media Landscape
Number of ECTS	2 ECTS
Position in curriculum	5th semester
Teaching and learning methods	eLearning
Examination methods	Module examination
Course content	<p>Students studying Marketing & Communication Management must have detailed knowledge of the national and international media landscape. "Know your customer!" This principle applies to media planning for marketing and PR press work. Without the support of mass media tools, it is not possible to carry out effective and efficient communication.</p> <p>From the media economy to media society, the transformation of media and media politics – this course gives a detailed insight into the benefits, processes and structure of mass media.</p>

Course title	Media Skills
Number of ECTS	6 ECTS
Position in curriculum	5th semester
Teaching and learning methods	Classroom lesson
Examination methods	Module examination: Final written essay

Course content	This course connects knowledge acquired by students in the courses Ethics in Media and Marketing, Media Training and Media Landscape. Students participate in an excursion to interesting media locations in Austria.
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Module number:	Module title:	Number of ECTS:
WW1	Economics 1	8 ECTS
Study program	Marketing & Communication Management	
Position in curriculum	1st semester	
Categorization	Social Sciences & Economics	
Level	Introduction	
Previous knowledge	None	
Block course	If necessary	
Participating students	Beginners	
Contributes to following modules	Fundamentals of Marketing, Economics 2, Management	
Recommended reading	<p>Introduction to Business Studies</p> <ul style="list-style-type: none"> Schauer, R. (2009). Betriebswirtschaftslehre-Grundlagen, Linde. Schneider, D. (2011). Betriebswirtschaftslehre als Einzelwirtschaftstheorie der Institutionen, Gabler. Thomen, J.-P., Achleitner, A.-K. (2012). Allgemeine Betriebswirtschaftslehre: Umfassende Einführung aus managementorientierter Sicht, Springer Gabler. Wöhe, G. (2010). Einführung in die allgemeine BWL, Vahlen. <p>Introduction to Economics</p> <ul style="list-style-type: none"> Sperber, H. (2012). Wirtschaft verstehen: 120 Lernmodule für Schule, Studium und Beruf, Schäffer Poeschel. Taylor, T. (2014). Principles of Economics, OpenStax. 	
Acquisition of skills	<p>Introduction to Business Studies Students learn about business studies as a way of seeing organizations based on economic aspects. They are familiar with the fundamental division of labor within a company and typical processes within a company. Furthermore, they are familiar with the fundamental constitutive factors (such as location, legal form, structure, organization of processes, etc.) within a company.</p> <p>Introduction to Economics Students learn about the fundamental role of economies in societies and are able to recognize developments and interactions within economies. They know a range of basal models (e.g. production theory, consumer choice, price theory) and have an idea of the importance of these for the different aspects of marketing.</p> <p>Economics 1</p>	

	Students are able to connect the different aspects of business studies and economics and have an idea of how a functioning economic system works.
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Course title	Introduction to Business Studies
Number of ECTS	2 ECTS
Position in curriculum	1st semester
Teaching and learning methods	eLearning
Examination methods	Module examination
Course content	<p>In order to consolidate students' knowledge of business studies, this course gives them the opportunity to deepen their knowledge in this discipline. At the start of the study program, students are introduced to fundamental concepts from the world of business studies such as:</p> <ul style="list-style-type: none"> • business studies as a science • development and definition – company, firm, business • legal forms • goods • company operating processes • economic activity • company organization.

Course title	Introduction to Economics
Number of ECTS	2 ECTS
Position in curriculum	1st semester
Teaching and learning methods	eLearning
Examination methods	Module examination
Course content	<p>This course aims to complement students' knowledge on business studies and, on top of that, to provide the foundations for them to place marketing in a larger economic and social context. Therefore, it addresses elementary aspects such as:</p> <ul style="list-style-type: none"> • supply and demand • price formation and price-sales relationship • price elasticity • market balance.

Course title	Economics 1
Number of ECTS	4 ECTS
Position in curriculum	1st semester
Teaching and learning methods	Classroom lesson
Examination methods	Module examination: written examination
Course content	This course connects knowledge acquired by students in the courses on business studies and economics. Connections between these topics are highlighted and looked at from different perspectives.

Module number:	Module title:	Number of ECTS:
WW2	Economics 2	8 ECTS
Study program	Marketing & Communication Management	
Position in curriculum	3rd semester	
Categorization	Social Sciences & Economics	
Level	Introduction	
Previous knowledge	Economics 1	
Block course	If necessary	
Participating students	Beginners	
Contributes to following modules	Management Techniques	
Recommended reading	<p>Accounting</p> <ul style="list-style-type: none"> • Schulz, V. (2011). Basiswissen Rechnungswesen: Buchführung, Bilanzierung, Kostenrechnung, Controlling, Beck • Auer, K. (2008). Jahresabschluss erstellen – verstehen – analysieren, Innsbruck • Egger, A., Samer, H., and Bertl, R. (2009). Der Jahresabschluss nach dem Unternehmensgesetzbuch, Linde Controlling • Horvath, P. (2015). Controlling, Vahlen. • Britzelmeier, B. (2013). Controlling - Grundlagen, Praxis, Handlungsfelder, Pearson. 	
Acquisition of skills	<p>Introduction to Accounting Students learn about the fundamental techniques and perspectives of company accounting and have an overview of the most common methods of cost accounting and financial reporting. They are able to recognize connections and interpret results. Furthermore, they are able to carry out calculations and estimates on the financing of investments.</p> <p>Controlling Students learn about the fundamental functions of controlling. They understand that controlling is a collection of methods from</p>	

	<p>accounting and other areas (such as quality management) which has no standard paradigm but is of high practical relevance as an information system for business management. Students are familiar with performance analysis, one of the key aspects of controlling.</p> <p>Economics 2 Students are able to understand and connect the knowledge they have acquired in the courses on accounting and controlling and have an idea of how to analyze organizations from an economic perspective. Furthermore, they are able to apply the key methods and techniques from both areas.</p>
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Course title	Introduction to Accounting
Number of ECTS	2 ECTS
Position in curriculum	3rd semester
Teaching and learning methods	eLearning
Examination methods	Module examination
Course content	<p>The course Finance and Accounting is designed to give students the skills to draw up a simple annual account and interpret a completed annual account. Important terms, data, financing forms, own and third-party capital, balancing accounts, financing and P&L statements are just some of the topics addressed. Company law is also introduced, with a particular focus on relevant provisions and regulations. The course will concentrate first and foremost on the following four areas:</p> <ul style="list-style-type: none"> - cost accounting - annual accounts - fundamentals of book-keeping - financing.

Course title	Controlling
Number of ECTS	2 ECTS
Position in curriculum	3rd semester
Teaching and learning methods	eLearning
Examination methods	Module examination

Course content	<p>Building on the knowledge acquired in Economics 1, general business studies and accounting, students gain further expertise on the topic of controlling. In particular, they learn the position of controlling within the field of business studies.</p> <p>Topics addressed include using controlling as a collection of functions (e.g. budgeting, EBITDA, break-even analysis, target costing, total cost of ownership, as well as broad concepts such as balanced score card) and the value management concept using adjusted parameters from external accounting. This forms the basis for analysis of business reports - an important aspect of business studies. Finally, students are also prepared to address the topics of performance measurement and evaluation.</p>
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Course title	Economics 2
Number of ECTS	4 ECTS
Position in curriculum	3rd semester
Teaching and learning methods	Classroom lesson
Examination methods	Module examination: written examination
Course content	<p>This lesson connects the knowledge acquired by students in the courses Accounting and Controlling. Connections between these topics are highlighted and looked at from a range of different perspectives. Using appropriate didactic methods, students are encouraged to apply this knowledge to real-life accounting situations and to implement controlling cycles.</p>

Module number:	Module title:	Number of ECTS:
MGT	Management	8 ECTS
Study program	Marketing & Communication Management	
Position in curriculum	2nd semester	
Categorization	Social Sciences & Economics	
Level	Introduction	
Previous knowledge	None	
Block course	If necessary	
Participating students	Beginners	
Contributes to following modules	Management Techniques	
Recommended reading	<p>Fundamentals of Sociology & Organization</p> <ul style="list-style-type: none"> Hatch, M.J., and Cunliffe, A.L. (2013). Organization Theory: Modern, Symbolic, and Postmodern Perspectives 3rd Edition Giddens, A., Duneier, M., Applbaum, R.P, Carr, D. (2016): Introduction to Sociology, 8th Edition, W. W. Norton & Company. 	

	<p>Strategic & Innovation Management</p> <ul style="list-style-type: none"> • Bolman, L.G., and Deal, T.E. (2008). Reframing Organizations, Jossey-Bass • Mintzberg, H., Alsted, B., and Lampel, J. (2012): Strategy Safari. FinanzBuch
Acquisition of skills	<p>Fundamentals of Sociology & Organization Students learn about the fundamental approaches in social sciences. In particular, they learn to think and work in a way which takes into account these approaches. By learning about different organization theories, they are able to reflect in a critical way and to implement the knowledge they have acquired.</p> <p>Strategic & Innovation Management Students are prepared in order to address key elements of strategic management in a critical manner, as well as to develop and formulate their own strategic options. In particular, they are able to differentiate between the different models concerning the creation and implementation of strategies. They are also able to initiate a strategy process and identify the central aspects.</p> <p>Management Students are able to connect the concepts from organizational theory and strategic management in such a way that they can develop holistic solutions for complex corporate problems. They are able to identify the conflicting aims of organizational structure and strategic orientation. This gives them the ability to describe and work on problems from a wide range of perspectives.</p>

Course title	Fundamentals of Sociology & Organization
Number of ECTS	2 ECTS
Position in curriculum	2nd semester
Teaching and learning methods	eLearning
Examination methods	Module examination
Course content	<p>The course Fundamentals of Sociology and Organization aims to introduce students to the basics of social sciences. First and foremost, students are made familiar with key concepts of sociology (e.g. culture, action, identity, role, system, norms, values, meaning, group, power, organization) in order to develop an awareness of how social sciences work and think. Building on that, students are introduced to organizational theory. This includes basics of organizational theory and organizational design, perspectives on the concept of organization, the origin of the organizational problem, differentiation and integration, as well as other important aspects of organizational theory.</p> <p>Different types of theories are critically analyzed and discussed. Examples include:</p> <ul style="list-style-type: none"> - classic organizational theories such as scientific management and the bureaucratic model,

	- theories of the 20th century such as human relations, situational approach and new institutional approach.
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Course title	Strategic & Innovation Management
Number of ECTS	2 ECTS
Position in curriculum	2nd semester
Teaching and learning methods	eLearning
Examination methods	Module examination
Course content	Students are prepared in order to address central points of strategic management in a critical way, as well as to develop, change and formulate them. Key questions such as defining long-term goals, selecting fields of business and choosing the right measures in order to succeed in a competitive environment are discussed, thereby drawing on the students' comprehensive background knowledge. Strategic fields, market & competition, organization and creativity/innovation also form part of the course content. In order to teach students theoretical knowledge with a firm grounding in academic research, the course introduces participants to the ten schools of strategic management and the categories of strategy building.

Course title	Management
Number of ECTS	4 ECTS
Position in curriculum	1st semester
Teaching and learning methods	Classroom lesson
Examination methods	Module examination: Written examination
Course content	This lesson connects the knowledge acquired by students in the courses Sociology and Organization, Management Concepts and Strategic and Innovation Management. The aim is to highlight the multi-layered and complex nature of management from a functional perspective and to prepare students for the fact that taking on management tasks includes more than structural and social aspects.

Module number:	Module title:	Number of ECTS:
ABW	Applied Business Studies	7 ECTS
Study program	Marketing & Communication Management	
Position in curriculum	1st & 6th semester	
Categorization	Social Sciences & Economics	
Level	Introduction	
Previous knowledge	None	
Block course	If necessary	
Participating students	Beginners	
Contributes to following modules	Management Techniques	
Recommended reading	<p>Introduction to Law</p> <ul style="list-style-type: none"> • Bydlinski, P: (2010). Grundzüge des Privatrechts für Ausbildung und Praxis. Manz • Ferik, J., and Pollak, C. (2011). Grundzüge des Unternehmens- und Vertragsrechts Österreich/Slowenien. Hermagoras • Karl, H. (2010). Grundzüge des Urheber- und Verwertungsgesellschaftenrechts. Linde • Holoubek, M., Kassai, K., and Traimer, M. (2010). Grundzüge des Rechts der Massenmedien. Springer <p>Project management</p> <ul style="list-style-type: none"> • Litke, H.-D. (2007). Projektmanagement: Methoden, Techniken, Verhaltensweisen, Carl Hanser Verlag. <p>Business Studies Skills</p> <ul style="list-style-type: none"> • Schauer, R. (2009). Betriebswirtschaftslehre-Grundlagen, Linde. • Thomen, J.P., and Achleitner, A.-K. (2012). Allgemeine Betriebswirtschaftslehre: Umfassende Einführung aus managementorientierter Sicht, Springer Gabler. • Wöhe, G. (2010). Einführung in die allgemeine BWL, Vahlen. • Ellet, W. (2008). Das Fallstudien-Handbuch der Harvard Business School Press: Business-Cases entwickeln und erfolgreich auswerten, Haupt. <p>Selected academic articles</p>	

Acquisition of skills	<p>Introduction to Law Students are made familiar with the most important laws and legal frameworks for planning and carrying out events as well as developing and designing multimedia projects and implementing marketing measures. Internet, copyright, event and brand law are among the topics covered. This gives them the skills they need to identify the legal issues which may be relevant to their field of work in future and to analyze the necessary legal measures they may have to take. This is particularly important so that they can avoid making mistakes when carrying out projects, especially when it comes to contract and copyright law.</p> <p>Project management Students learn to define, develop, plan, carry out and evaluate complex projects. One of the main areas of focus is planning and controlling for resources and budget. Students are able to plan and implement projects in a holistic way and taking into account critical aspects.</p> <p>Business Studies Skills Using case studies or analyses of business simulations, students gain an overview of how economic decisions are carried out within a company. They are able to identify and interpret the elementary business parameters as well as to use these to formulate strategic decisions.</p>
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Course title	Introduction to Law
Number of ECTS	2 ECTS
Position in curriculum	1st semester
Teaching and learning methods	Classroom lesson
Examination methods	Examination at the end of the course
Course content	<p>This course introduces students to the main aspects of Austrian law. It focuses in particular on information relevant to the field of business studies, which is adapted to this study program and taught in a practical, hands-on way. Private law and corporate law are the two main areas of focus. Constitution and basic principles, organs, functions, systems of legal protection, rules on liability and contract law are just some of the concepts which are defined, explained and discussed in this course. Students are also introduced to trade law, corporate law and competition law. Through its position in the curriculum, this course aims to help students develop the relevant legal knowledge they need for the integrative case studies. This includes aspects of copyright law and event law as well as economic law and corporate law.</p> <p>In order to provide students with in-depth and relevant legal knowledge, special areas of law of particular interest for managers are also touched upon. Examples include:</p> <ul style="list-style-type: none"> internet law • copyright law • brand law (intellectual property rights) event law (including public regulatory framework).

Course title	Project Management
Number of ECTS	1 ECTS
Position in curriculum	1st semester
Teaching and learning methods	Classroom lesson
Examination methods	Project
Course content	After introducing the basic definitions of the functions of project management in the framework of a marketing and communication project, students are encouraged to apply these skills in a practical, hands-on way. The main focus is placed on the tasks of the project leader and the most important project management tools and methods. Course content includes both the concept of projects and types of projects as well as target planning, resource planning, cost planning, project organization, IT-supported project documentation and the final project handbook.

Course title	Business Studies Skills
Number of ECTS	4 ECTS
Position in curriculum	6th semester
Teaching and learning methods	Classroom lesson
Examination methods	Case study / simulation game
Course content	Students learn to carry out, analyze and present the solutions for a large-scale case study or business simulation by choosing and applying the correct methods (e.g. calculation process, break-even analysis, EBITDA, price-sale function, etc.).

Module number:	Module title:	Number of ECTS:
MTT	Management Techniques	11 ECTS
Study program	Marketing & Communication Management	
Position in curriculum	5th semester	
Categorization	Social Sciences & Economics	
Level	Advanced	
Previous knowledge	None	
Block course	If necessary	
Participating students	Advanced students	
Contributes to following modules	-	

<p>Recommended reading</p>	<p>Team & Conflict Management</p> <ul style="list-style-type: none"> • Schulz von Thun, F. (2004). Miteinander reden (Band 1 – 3), rororo • Hackman, J., R. (2007). Groups That Work (and Those That Don't): Creating Conditions for Effective Teamwork, Jossey-Bass. • Becker, H., and Hugo-Becker, A. (1992): Psychologisches Konfliktmanagement, Beck. <p>Leadership techniques</p> <ul style="list-style-type: none"> • Golemann, D. (1997). Emotionale Intelligenz, dtv. • O.V. (2011): HBR's 10 Must Reads on Leadership, Harvard Business Review Press. • Robbins, S. P. (2001). Organization der Unternehmung (Organizational Behavior), 9. Aufl., Pearson. • March, J. (2005). On Leadership: A Short Course, John Wiley & Sons. <p>Entrepreneurship</p> <ul style="list-style-type: none"> • Drucker, P. (2006). Innovation and Entrepreneurship, Harper-Business. • De, D. (2005). Entrepreneurship: Gründung und Wachstum von kleinen und mittleren Unternehmen, Pearson.
<p>Acquisition of skills</p>	<p>Team & Conflict Management</p> <p>Students know and understand the different aspects of group work and are able to identify conflict potential and conflict situations. They are able to apply different leadership techniques and have acquired good conflict-resolution skills.</p> <p>Leadership techniques</p> <p>Students are able to apply practical tools in the individual fields of HR management. This means that they learn to deal with conflict situations and, where possible, to prevent these before they arise. They are able to draw on a repertoire of techniques (mediation, mirroring, positioning, etc.) which can help to solve conflict situations in a communicative way.</p> <p>Entrepreneurship</p> <p>Students know the processes of creating, founding and leading a company from different socio-technical perspectives. They are able to describe business models and plan company activities.</p>

Course title	Team & Conflict Management
Number of ECTS	2 ECTS
Position in curriculum	5th semester
Teaching and learning methods	eLearning
Examination methods	Module examination
Course content	<p>Students develop background knowledge in order to give them the skills to evaluate social situations. This, in turn, should help them to communicate appropriately in different situations in everyday life.</p> <p>Topics include:</p> <ul style="list-style-type: none"> • fundamentals of human communication • special aspects of teamwork • conflicts as social situations • ability to deal with and solve conflicts • managing staff in conflict situations.

Course title	Leadership Techniques
Number of ECTS	2 ECTS
Position in curriculum	5th semester
Teaching and learning methods	eLearning
Examination methods	Module examination
Course content	<p>In order to prepare students for the challenges of interpersonal communication in working situations, the course Leadership Techniques supplies them with fundamental information on leadership and HR management.</p> <p>Topics addressed include:</p> <ul style="list-style-type: none"> • connections and interdependencies between business leadership and HR management, • HR planning, procurement, development, redundancy, controlling and evaluation as well as issues related to company leadership.

Course title	Entrepreneurship
Number of ECTS	2 ECTS
Position in curriculum	5th semester
Teaching and learning methods	eLearning
Examination methods	Module examination
Course content	Using "entrepreneurship" as an overarching theme, this course looks at companies as units of the economy. Topics addressed include the

	innovative character of entrepreneurship and the structural demands within the framework of constituting factors, thereby highlighting: <ul style="list-style-type: none"> • Innovation and risk • Economic and social conditions • Business plans • Entrepreneurial actions as social actions
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Course title	Management Techniques
Number of ECTS	5 ECTS
Position in curriculum	5th semester
Teaching and learning methods	Classroom lesson
Examination methods	Module examination: written examination
Course content	This lesson connects the knowledge acquired by students in the courses contained within the module. The aim is to highlight the multi-layered and complex nature of management from a functional perspective and to prepare students for the fact that taking on management tasks includes more than structural and social aspects.

Module number:	Module title:	Number of ECTS:
SPR	Languages	12 ECTS
Study program	Full-time (FT) study programs: EEW, WEB, WING, UF, FMI; SKVM Part-time (PT) study programs: FMI, IBS, SKVM, MKM	
Position in curriculum	1st, 2nd & 3rd semester: EEW (FT), WEB (FT), WING (FT), UF (FT); IBS (PT), SKVM (FT & PT), MKM (PT) 1st, 2nd & 5th semester: FMI (FT & PT);	
Categorization	Complementary skill	
Level	B2 or C1 (CEFR)	
Previous knowledge	Module with goal B2: Level B1 (CEFR) required. Module with goal C1: Level B2 (CEFR) required.	
Block course	No	
Participating students	Students in 1st, 2nd & 3rd semester: EEW (FT), WEB (FT), WING (FT), UF (FT); IBS (PT); SKVM (FT & PT); MKM (PT) Students in 1st, 2nd & 5th semester: FMI (FT & PT);	
Contributes to following modules	Connection to courses held in English and international study trip	
Recommended reading	Books (selected): B2.1 Course book – by arrangement; Mascull, B. 2010. <i>Business Vocabulary in Use Intermediate</i> . 2 nd ed. Cambridge: Cambridge University Press. Emerson, P. 2010. <i>Business Grammar Builder</i> . 2 nd ed. Oxford: Macmillan.	

	<p>Foley, M. and Hall, D. 2012. <i>MyGrammarLab Intermediate B1/B2</i>. Harlow: Pearson.</p> <p>Authentic material, e.g. from English-language magazines (incl. scientific journals), newspapers and websites</p> <p>B2.2</p> <p>Course book – by arrangement;</p> <p>Mascull, B. 2010. <i>Business Vocabulary in Use Intermediate</i>. 2nd ed. Cambridge: Cambridge University Press.</p> <p>Emerson, P. 2010. <i>Business Grammar Builder</i>. 2nd ed. Oxford: Macmillan.</p> <p>Foley, M. and Hall, D. 2012. <i>MyGrammarLab Intermediate B1/B2</i>. Harlow: Pearson.</p> <p>Authentic material, e.g. from English-language magazines (incl. scientific journals), newspapers and websites</p> <p>B2.3</p> <p>Course book – by arrangement;</p> <p>Mascull, B. 2010. <i>Business Vocabulary in Use Intermediate</i>. 2nd ed. Cambridge: Cambridge University Press.</p> <p>Emerson, P. 2010. <i>Business Grammar Builder</i>. 2nd ed. Oxford: Macmillan.</p> <p>Foley, M. and Hall, D. 2012. <i>MyGrammarLab Intermediate B1/B2</i>. Harlow: Pearson.</p> <p>Authentic material, e.g. from English-language magazines (incl. scientific journals), newspapers and websites</p> <p>C1.1</p> <p>Course book – by arrangement;</p> <p>Emmerson, P. 2007. <i>Business English Handbook Advanced</i>. Oxford: Macmillian.</p> <p>Mascull, B. 2010. <i>Business Vocabulary in Use Advanced</i>. 2nd ed. Cambridge: Cambridge University Press.</p> <p>Mascull, B. 2010. <i>Business Vocabulary in Use Intermediate</i>. 2nd ed. Cambridge: Cambridge University Press.</p> <p>Hewings, M. 2013. <i>Advanced Grammar in Use</i>. 3rd ed. Cambridge: Cambridge University Press.</p> <p>Foley, M. and Hall, D. 2012. <i>MyGrammarLab Advanced C1/C2</i>. Harlow: Pearson.</p> <p>Authentic material, e.g. from English-language magazines (incl. scientific journals), newspapers and websites</p> <p>C1.2</p> <p>Course book – by arrangement;</p> <p>Emmerson, P. 2007. <i>Business English Handbook Advanced</i>. Oxford: Macmillian.</p> <p>Mascull, B. 2010. <i>Business Vocabulary in Use Advanced</i>. 2nd ed. Cambridge: Cambridge University Press.</p> <p>Mascull, B. 2010. <i>Business Vocabulary in Use Intermediate</i>. 2nd ed. Cambridge: Cambridge University Press.</p> <p>Hewings, M. 2013. <i>Advanced Grammar in Use</i>. 3rd ed. Cambridge: Cambridge University Press.</p> <p>Foley, M. and Hall, D. 2012. <i>MyGrammarLab Advanced C1/C2</i>. Harlow: Pearson.</p> <p>Authentic material, e.g. from English-language magazines (incl. scientific journals), newspapers and websites</p> <p>C1.3</p> <p>Course book – by arrangement;</p> <p>Emmerson, P. 2007. <i>Business English Handbook Advanced</i>. Oxford: Macmillian.</p> <p>Mascull, B. 2010. <i>Business Vocabulary in Use Advanced</i>. 2nd ed.</p>
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	<p>Cambridge: Cambridge University Press. Mascull, B. 2010. <i>Business Vocabulary in Use Intermediate</i>. 2nd ed. Cambridge: Cambridge University Press. Hewings, M. 2013. <i>Advanced Grammar in Use</i>. 3rd ed. Cambridge: Cambridge University Press. Foley, M. and Hall, D. 2012. <i>MyGrammarLab Advanced C1/C2</i>. Harlow: Pearson. Authentic material, e.g. from English-language magazines (incl. scientific journals), newspapers and websites</p>
<p>Acquisition of skills</p>	<p>Groups with goal B2: As part of this module, students develop the English language skills required in order to be able to carry out business communication at level B2 (CEFR). B2 means that students are able to:</p> <ul style="list-style-type: none"> • understand the main messages in complex texts on abstract topics as well as follow technical discussions in their own area of expertise; • express themselves spontaneously and fluently in such a way that a conversation with a native speaker is possible without too much effort from either person; • talk on a wide range of topics in a clear and detailed way, express their opinion on a current issue and give the advantages and disadvantages of different options. <p>The three courses which make up the module give students the chance to acquire the following skills:</p> <p>Business English B2.1 In this course, students can:</p> <ul style="list-style-type: none"> • apply their language skills at level B1; • develop fundamental business language skills. <p>Business English B2.1 In this course, students will:</p> <ul style="list-style-type: none"> • apply their language skills at level B2; • learn to use these skills in more complex business-related language situations; • expand their business-related vocabulary and skills. <p>Business English B2.3 In this course, students will:</p> <ul style="list-style-type: none"> • achieve the skills required for level B2 according to the CEFR; • be able to apply these successfully and professionally in business situations. <p>Groups with goal C1: As part of this module, students develop the English language skills required in order to be able to carry out business communication in an international environment at level C1 (CEFR). C1 means that students will learn to:</p> <ul style="list-style-type: none"> • understand a broad spectrum of long and challenging texts, including implicit aspects contained within them; • express themselves spontaneously and fluently without obviously having to search for words; • use the language flexibly and effectively in social, working and academic life;

	<ul style="list-style-type: none"> produce a clear, well-structured and detailed text about complex subject matters using organization structures and a range of connecting words. <p>The three courses which make up the module give students the chance to acquire the following skills:</p> <p>Business English C1.1 In this course, students will:</p> <ul style="list-style-type: none"> consolidate the skills they have acquired at level B2; build the foundations for level C1; develop their fundamental business language skills. <p>Business English C1.2 In this course, students will:</p> <ul style="list-style-type: none"> consolidate the skills they have acquired at level C1; learn to use these skills in more complex business-related language situations; expand their business-related vocabulary and skills. <p>Business English C1.3 In this course, students will:</p> <ul style="list-style-type: none"> achieve the skills required for level C1 according to the CEFR; be able to apply these successfully and professionally in business situations.
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Course title	Business English B2.1 Business English C1.1
Number of ECTS	4 ECTS
Position in curriculum	1st semester
Teaching and learning methods	Integrative course designed according to communicative, action-oriented approach
Examination methods	<p>Groups with goal B2: 20% participation and mid-term test; 10% listening comprehension, 10% reading comprehension; 10% oral expression; 50% final written test (grammar, vocabulary and written production)</p> <p>Groups with goal C1: The performance of students in this integrative course is evaluated according to their performance in the examinations (reading comprehension, listening comprehension, written expression, oral expression) and their active participation in class.</p>
Course content	<p>Groups with goal B2: In this course the students will revise their language skills at level B1 and build on them in order to reach the level required for B2 according to the CEFR. Introductions to business vocabulary and business-related topics in English will help prepare students for working situations in which they will be required to use English.</p> <p>Groups with goal C1: In this course the students will revise their language skills at level B2 and build on them in order to reach the level required for C1 ac-</p>

	ording to the CEFR. Introductions to business vocabulary and business-related topics in English will help prepare students for working situations in which they will be required to use English.
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Course title	Business English B2.1 Business English C1.2
Number of ECTS	4 ECTS
Position in curriculum	2nd semester
Teaching and learning methods	Integrative course designed according to communicative, action-oriented approach
Examination methods	<p>Groups with goal B2: 20% participation and mid-term test; 10% listening comprehension, 10% reading comprehension; 10% oral expression; 50% final written test (grammar, vocabulary and written production)</p> <p>Groups with goal C1: The performance of students in this integrative course is evaluated according to their performance in the examinations (reading comprehension, listening comprehension, written expression, oral expression) and their active participation in class.</p>

Course content	<p>Groups with goal B2: In this course, students build on the skills they have acquired in the previous semester in order to reach level B2 and use these advanced written and oral skills in more complex business situations. Students will expand their business vocabulary and knowledge about relevant business-related topics.</p> <p>Groups with goal C1: In this course, students build on the skills they have acquired in the previous semester in order to reach level C1 and use these advanced written and oral skills in more complex business situations. Students will expand their business vocabulary and knowledge about relevant business-related topics.</p>
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Course title	Business English B2.3 Business English C1.3				
Number of ECTS	4 ECTS				
Position in curriculum	3rd semester				
Teaching and learning methods	Integrative course designed according to communicative, action-oriented approach				
Examination methods	Groups with goal B2: 15% participation and mid-term test; 15% listening comprehension, 15% reading comprehension; 15% oral expression; 40% final written test (grammar, vocabulary and written production), taking into account the following stipulations on the length of examinations:				
	CEFR level	Reading comprehension	Written expression	Listening comprehension	Oral expression
	B2	60 minutes	60 minutes	15 minutes	15 minutes
	Groups with goal C1:				

	The performance of students in this integrative course is evaluated according to their performance in the examinations (reading comprehension, listening comprehension, written expression, oral expression) and their active participation in class.
Course content	<p>Groups with goal B2: In this course, students will develop both their general and their business language skills in order to reach level B2 and apply these skills successfully and professionally in business situations.</p> <p>Groups with goal C1: In this course, students will develop both their general and their business language skills in order to reach level C1 and apply these skills successfully and professionally in business situations. For more details on course content, please see the syllabus on Moodle.</p>

Module number:	Module title:	Number of ECTS:
SKT	Social Skills	7 ECTS
Study program	Marketing & Communication Management	
Position in curriculum	1st, 2nd, & 4th semester	
Categorization	Complementary skills	
Level	Introduction	
Previous knowledge	None	
Block course	If necessary	
Participating students	Beginners	
Contributes to following modules	Internship, practice transfer	
Recommended reading	<p>Teambuilding</p> <ul style="list-style-type: none"> Schulz von Thun, F. (2004). Miteinander reden (Band 1 – 3). Rororo Gellert, M., and Nowak, C. (2002). Teamarbeit – Teamentwicklung – Teamberatung: Ein Praxisbuch für die Arbeit in und mit Teams. <p>Presentation Techniques</p> <ul style="list-style-type: none"> Reynolds, G. (2011). Presentation Zen: Simple Ideas on Presentation Design and Delivery, New Riders. <p>Creativity Techniques</p> <ul style="list-style-type: none"> Rustler, F. (2016). Denkwerkzeuge der Kreativität und Innovation, Midas. <p>Academic Writing Skills Saunders, M., Lewis, P., and Thornhill, A. (2015). Research Methods for Business Students, Financial Times.</p>	
Acquisition of skills	<p>Teambuilding Upon completion of this course, students possess practical skills when it comes to teambuilding and group dynamics. They are able to steer groups, lead small teams and know about different approaches to staff leadership. Furthermore, the course addresses a range of theories on teamwork. This is aimed to help with the practical implementation of the skills.</p>	

	<p>Presentation Techniques Students have practical skills on preparing and holding professional presentations using a range of media.</p> <p>Creativity Techniques Students learn to initiate, call on and correctly select creative thinking processes. Recognizing risks and conflicts, as well as mitigating potentially negative processes, are also part of this course.</p> <p>Academic Writing Skills Students acquire fundamental academic writing skills and are familiar with the formal demands of a piece of academic writing. Students are able to plan and complete relatively simple pieces of academic writing.</p>
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Course title	Presentation Technique
Number of ECTS	2 ECTS
Position in curriculum	1st semester
Teaching and learning methods	Classroom lesson
Examination methods	Presentation
Course content	After a brief theoretical introduction, a selection of case studies and exercises are used to teach students about spoken and media-supported communication. Particular focus is placed on preparing the content (structure) and holding the presentation (design, use of media).

Course title	Creativity Techniques
Number of ECTS	2 ECTS
Position in curriculum	4th semester
Teaching and learning methods	Classroom lesson
Examination methods	Continuous assessment
Course content	The course Creativity Techniques is designed to support and activate students' creativity using a range of techniques. A key aspect is overcoming mental blocks in order to come up with new ideas and thereby enable students to develop visions and solve problems. Methods (e.g. brainstorming, associations, etc.), definitions and characteristics of ideas, the hemisphere theory and selected creativity techniques are some of the most important elements.

Course title	Teambuilding
Number of ECTS	1 ECTS
Position in curriculum	1st semester
Teaching and learning methods	Classroom lesson
Examination methods	Participation

Course content	Under the supervision of the course lecturers, this course aims to integrate the students as a group into their new environment at university in order to make the start of their studies successful and encourage them to work together as a unit. They are given an introduction to the theory of teambuilding and communication. This gives the students the ability to better understand human communication and to be more aware of expectations and conditions in their new environment, thereby helping them to work more efficiently.
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Course title	Academic Writing Skills
Number of ECTS	2 ECTS
Position in curriculum	2nd semester
Teaching and learning methods	Classroom lesson
Examination methods	Final written essay
Course content	<p>The course Academic Writing Skills aims first and foremost to teach students about the special features, rules and fundamental aspects of academia and academic writing.</p> <p>It prepares them to write their own pieces of academic writing, in the form of their Bachelor theses, independently at the end of their studies. Topics addressed include working with literature and the quality required for pieces of academic writing, in particular intellectual honesty and intersubjective understanding.</p> <p>Further aspects are: different types of literature, and ways of using and citing them; definitions of terms, theses and hypotheses; and coming up with and limiting topics for writing.</p>

Module number:	Module title:	Number of ECTS:
PRA	Transfer of Skills & Internationality	31 ECTS
Study program	Marketing & Communication Management	
Position in curriculum	3rd, 4th, 5th & 6th semester	
Categorization	Complementary skills	
Level	Advanced	
Previous knowledge	Fundamental subjects	
Block course	Semi-blocked	
Participating students	Advanced students	
Contributes to following modules	Cross-cutting module	
Recommended reading	<p>Bachelor Thesis Seminar & Bachelor Thesis 1 & 2</p> <ul style="list-style-type: none"> • Saunders, M., Lewis, P., and Thornhill, A. (2015). Research Methods for Business Students, Financial Times. • Specialist journals <p>International study trip</p> <ul style="list-style-type: none"> • Thomas, A. (Hrsg.) (2003). Handbuch Interkulturelle Kommunikation und Kooperation. Bd. 1: Grundlagen und Praxisfelder. Vandenhoeck&Ruprecht • Jones, E. (2006). Cultures Merging. Princeton, Princeton University Press <p>Internship</p> <ul style="list-style-type: none"> • Brenner, D. (2007). Schön, dass Sie da sind!: Karrierestart nach dem Studium. BW Verlag. 	
Acquisition of skills	<p>Practical Project 1 & 2</p> <p>Practical projects are designed to give students the opportunity to collect experience in real-life situations. The first step is to make them aware of the problem at hand through observation and analysis. Then they are asked to come up with (and possibly implement) potential solutions.</p> <p>Students can not only deepen and improve their specific knowledge, but they are also able to consolidate complementary skills such as social skills, risk management, budgeting skills and the ability to take economically responsible decisions.</p> <p>Bachelor Thesis Seminar & Bachelor Thesis 1 & 2</p> <p>Students are able to select a topic from the field of marketing and communication management and to produce a piece of academic writing on a key topic within this scope. Self-organization and time management skills are trained.</p> <p>International study trip</p> <p>Students synthesize specialist knowledge and theoretical knowledge from project management and teambuilding in order to develop the skills they need to develop, organize, carry out and evaluate complex projects on their own.</p> <p>Internship</p>	

	Students are given the opportunity to apply the knowledge they have acquired during the study program in real-life working situations. This includes understanding processes in real-life working environments as well as carrying out a project (practical skills). Arguments, solutions and strategies are developed independently by students and further developed (problem-solving skills). Furthermore, they have the chance to consolidate, develop and successfully implement their knowledge about communication with superiors, staff and colleagues (social skills).
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Course title	Practical Project 1 & 2
Number of ECTS	4 ECTS each
Position in curriculum	3rd & 4th semester
Teaching and learning methods	Implementation of a project (with coaching)
Examination methods	Final project report and presentation
Course content	<p>In order to prepare students for challenges in working situations, they work in groups in order to solve real-life problems and, under the guidance of the course lecturer, to gather experience. In this context, students use the knowledge they have already acquired and compare and contrast it with their observations and experiences in the integrative case studies.</p> <p>They are first given a briefing on the job at hand (by the course lecturer or external partners such as companies and associations). Then they work on the projects independently, only drawing on the help of the course lecturer when necessary. Tasks include planning, coordination, budgeting, controlling, evaluation and producing a final report.</p>

Course title	Bachelor Thesis Seminar & Bachelor Thesis 1 & 2
Number of ECTS	6 ECTS each
Position in curriculum	3rd & 6th semester
Teaching and learning methods	Seminar (SE), piece of written academic work
Examination methods	Piece of written academic work (Bachelor thesis)
Course content	<p>This course requires students to produce a piece of academic writing within a defined period of time on a topic relevant to the study program. Using academic methods, they must address the chosen topic from an interdisciplinary perspective and discuss the related issues using the relevant theories.</p> <p>The Bachelor thesis can be linked to the internship and address a real-life problem from an academic and practical perspective.</p>

Course title	Internship
Number of ECTS	8 ECTS
Position in curriculum	6th semester
Teaching and learning methods	Internship

Examination methods	Written internship report
Course content	<ul style="list-style-type: none"> • The internship aims to consolidate students' theoretical knowledge by giving them the opportunity to gather practical experience in a real-life working situation. • They must complete at least 300 working hours working full-time at a company. • The internship helps students find their feet in the working environment and gather initial experience in applying the knowledge they have acquired at university in a real-life working situation. • The aim is for them to become familiar with and understand processes and situations at work. • Tutoring of students during their internship: Reflection, discussing problems and success stories.

Course title	International study trip
Number of ECTS	3 ECTS
Position in curriculum	5th semester
Teaching and learning methods	Excursion
Examination methods	Active participation, project report
Course content	<p>Students synthesize specialist knowledge and theoretical knowledge from project management and teambuilding in order to develop the skills they need to develop, organize, carry out and evaluate complex projects on their own.</p> <p>The international study trip gives part-time students the opportunity to acquire intercultural skills.</p> <p>Led by the course lecturer, they inform themselves about potential destinations, research relevant data and facts about the country, and organize the schedule for their stay.</p> <p>This week spent in an international setting comprises visits to companies, lectures at partner universities and presentations and events aimed at strengthening students' social skills.</p> <p>At the end of the international study trip, students should understand the main cultural influences of the country they have been visiting.</p> <p>Discussions with experts and managers, visits to Austrian companies based abroad, and meetings with chambers of commerce and social organizations complete the palette of activities carried out during the international study trip.</p>

2.3 Internship

Organization and duration of internship

The aim of the internship is to give students an insight into the reality of day-to-day working situations in the fields described above. Students are given the chance to work on goals, tasks and problems, and - guided by experts within the company - to contribute to the company's activities. Students should evaluate the experiences and knowledge gained and develop contacts to further potential clients. The goals of the internship are agreed in advance between the Director of Studies and the person at the

receiving company responsible for the internship. Once the internship has been completed, the Director of Studies, the student and the person at the receiving company responsible for the internship check to see if these goals have been achieved.

Selection, qualification, tutoring and evaluation of internship

Students themselves are responsible for choosing an internship. Once an internship has been chosen, the Director of Studies checks to see if the internship matches the aims of the study program and if the student is able to work at the company chosen bearing in mind his/her qualification level. A detailed set of guidelines is provided to support students when organizing their internship. Students are welcome to contact the International Relations Office and the Director of Studies if they have any questions or queries.

Students must submit an official written application for the internship using the form "Arbeitsplatzbeschreibung". This includes the most important information about the student and the person responsible for the internship at the receiving company as well as the goals and activities of the internship. It is signed by the Director of Studies and the person responsible for the internship at the receiving company. If the student already has a significant amount of working experience in the relevant field, this can be credited to the student by the FH Kufstein Tirol and used to replace the internship.

Students must reflect on, document and present the experiences and knowledge they have gained through the internship, as well as evaluating the internship. Vice versa, the person responsible for the internship at the receiving company must evaluate the student. The student must write an interim report, a final report and create a presentation as well as fill out an evaluation sheet. At the start of the internship the student receives a set of guidelines which details everything which has to be done as part of the internship. One of the key elements is to check whether the student has met the goals which were agreed on before the start of the internship. This documentation is evaluated by the Director of Studies and the person responsible for the internship at the receiving company. If the goals have not been achieved taking into consideration the student's qualification level, that particular internship will not be available to other students in future. On Moodle there is a list of internships which have been positively evaluated and are available to future students.

2.4 Semester abroad

This part-time study program does not require students to spend a semester abroad.

3 ADMISSION CRITERIA

The admission criteria of the FH Kufstein Tirol are as follows:

1. 1) The general admission criteria are set out in Article 4 of the current version of the University of Applied Sciences Studies Act (Fachhochschul-Studiengesetz, FHG). This applies to **persons in possession of a general university entrance qualification ("allgemeine Universitätsreife")**.

2. **Persons not in possession of a general university entrance qualification** must complete a **university entrance qualification certification examination**, as stipulated in Article 64a of the University of Applied Sciences Studies Act. These persons can be granted admission to a Bachelor study program in a specific subject by the rectorate of a university upon successful completion of the university entrance qualification certification. Therefore, persons who have successfully completed the university entrance qualification certification have the right to be admitted to all study programs within the specific subject field for which they have acquired the university entrance qualification certification. The rectorate can grant students who have successfully completed the university entrance qualification certification the right to be admitted to study programs within this specific subject field. At the FH Kufstein Tirol this applied to the following specific subject fields:

Social sciences and economics (e.g. business studies, business education, statistics, sociology).

Applicants who have completed a three-year **vocational middle school** or have completed their **education in the dual system**, as well as **students from German schools who have the necessary school leaving qualifications to attend the FH Kufstein Tirol**, must complete additional examinations in German, English and Mathematics in order to be admitted to study at the FH Kufstein Tirol. This only applies to students from German schools whose final grades in these three subjects (German, English and Mathematics) are "unsatisfactory" ("Mangelhaft") or worse. All additional examinations must be completed before the start of the third semester.

3. **Persons who have completed a dual education with an apprenticeship in one of the following fields** must submit their **apprenticeship certificate** in order to be admitted to the FH Kufstein Tirol. These fields may change depending on the decision of the Federal Ministry of Economy, Family and Youth, which determines at regular intervals specific areas of focus within business, communication and media:

- office, administration, organization
- printing, photography, graphic design, paper processing
- commerce
- information and communication technologies
- tourism and gastronomy.

4. **People who have completed at least a three-year education at a vocational middle school focusing on one of the following fields** can be admitted to the FH Kufstein Tirol. These fields may change depending on the decision of the Federal Ministry for Education, Arts and Culture:

- manufacturing, technical and art schools
- specialist schools for business-related professions
- institutions of higher education for business-related professions
- tourism schools.