

Study regulations of the Bachelor's

Leadership & Business Management

To obtain the academic degree

Bachelor of Arts in Business
abbreviated BSc

as an appendix to the statutes of the
HOK | University of Applied Sciences Kufstein Tirol

Organizational form: full-time

Duration: 6 semesters

Scope: 180 ECTS

Places for beginners per academic year: 20

Version 1

Adopted by the Faculty on May 6, 2026

Program starts WS 2027/28

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1 OCCUPATIONAL PROFILES

1.1 Career opportunities

Graduates of the Bachelor's program in Leadership & Business Management have access to a wide range of career opportunities due to their broad, management-oriented, and generalist education, which equips them to solve problems related to startup and leadership in (small and medium-sized) companies. Graduates can find employment opportunities in the following core industries and types of companies or institutions:

- Self-employed entrepreneurs or business founders
- Family-owned businesses, SMEs, and large international corporations
- Management and human resources consulting
- Business process development & digitalization
- Marketing, market research, and sales
- Finance
- Institutions: Non-profit organizations, NGOs, and advocacy groups
- Key Sectors: Manufacturing/Retail/Tourism/Consulting

The Bachelor's program in Leadership & Business Management prepares graduates to work in the following fields and roles, among others:

Within the framework of strategic and operational Leadership & Business Management, graduates can pursue career opportunities in various business management functions at the middle management level. The focus here is on the following areas:

- Human Resources
- Organizational and business model development
- Accounting, Finance & Controlling
- Marketing & Sales
- Product and Innovation Management
- Supply Chain Management

Graduates can expect to take on planning and strategic roles in executive assistant positions, in corporate consulting, and in corporate staff functions. The focus here is on the following areas:

- Strategic corporate planning and development
- Business Development
- Controlling, Risk Management & Information Management Systems (IMS)
- E-business & IT management projects
- Digital transformation

Other areas of activity for graduates include business start-ups and acquisitions, for example through involvement in startups, in management consulting related to business planning and start-ups, in assisting with business succession and acquisitions (e.g., family-owned businesses, particularly in the SME sector), and as independent entrepreneurs. Entry-level positions for graduates of the bachelor's program in the areas mentioned above typically start with roles without managerial responsibility (administrative

work, project support, assistant roles) or trainee positions. However, career prospects are considered very good following relevant professional experience and depending on individual performance.

1.2 Qualification profile

The qualification objectives and learning outcomes of the Bachelor's program in Leadership & Business Management align with both academic and professional requirements and correspond to ISCED Level 0413 (International Standard Classification of Education). The curriculum equips graduates for the professional fields mentioned in the previous chapter.

Professional Field of Activity	Task	Competency Description	Competency Mapping	Curriculum/Modules
Self-employed entrepreneurs or business founders	Independent Management of a Business	can implement, use, and interpret a wide variety of leadership and business management tools	Technical and Academic	M1, M2, M4, M6, M7, M8, M9, M10, M11, M12
		can apply practical solve problems using business management tools	Technical-academically	M1, M2, M4, M5, M6, M7, M8, M9, M10, M11, M12
		are capable of managing a (family) business and making decisions	Professional and scientific Personal/Social	M1, M4, M5, M7, M8, M9, M10, M11
		can develop a corporate strategy and a business model	Technical and scientific	M1, M4, M5, M6, M7, M8, M9, M10, M11, M12
	Starting a business independently	can develop a business idea or business model	Technical and scientific	M1, M4, M5, M6, M7, M8, M9, M10, M11, M12
		can create a business plan and an integrated plan	Technical and scientific	M1, M4, M5, M7, M8, M9, M10, M11
		can present and market a business idea	Technical and scientific	M1, M3, M4, M5, M6, M8, M9, M10, M11, M12
			Personal/Social	M1, M3, M4, M5, M6, M8, M9, M10, M11, M12

Family-owned businesses, SMEs, and large international corporations	Department or Division Management / Team Leadership	are able to manage their area of responsibility independently	Technical and scientific Personnel/Social	M1, M4, M5, M7, M8, M9, M10, M11
		can assess the financial and economic situation of their division and interpret the results	Technical and scientific	M1, M4, M7, M9, M11
	Executive Assistant	are able to plan, lead, and oversee projects within the company	Technical-Scientific Personnel/Social	M1, M3, M4, M5, M7, M8, M9, M10, M11, M12
		Can solve problems and integrate them across disciplines	Technical and scientific Personal/Social	M1, M3, M4, M5, M6, M7, M8, M9, M10, M11, M12
Business and Human Resources Consulting	Business Consulting (Organizational and Business Model Development)	can assess and interpret a company's financial and economic situation	Technical and Scientific	M1, M4, M7, M9, M11
		are able to identify problems and issues and structure a consulting engagement	Professional-academic Personal/Social	M1, M2, M4, M5, M6, M7, M8, M9, M10, M11, M12
		can apply a wide variety of business administration tools to conduct the necessary analyses	Technical-Scientific	M1, M2, M4, M5, M6, M7, M8, M9, M10, M11, M12
		can initiate, support, and communicate change processes	Professional-Scientific Personal/Social	M1, M3, M4, M8, M9, M10, M11

		are able to solve a wide variety of problems using business administration methods	Technical-Scientific Personal/Social	M1, M2, M4, M5, M6, M7, M8, M9, M10, M11, M12
	Human Resources Consulting	are able to identify problems and issues	Technical and scientific	M1, M2, M4, M5, M6, M7, M8, M9, M10, M11, M12
		are able to structure a consulting engagement	Human resources/social	M1, M4, M5, M6, M7, M8, M9, M10, M11, M12
		can initiate, support, and communicate change processes	Technical and scientific Personal/Social	M1, M3, M4, M8, M9, M10, M11
		are able to solve a wide variety of problems using business administration methods	Technical and scientific Personal/Social	M1, M4, M5, M6, M7, M8, M9, M10, M11, M12
Business Process Development & Digitalization	Digitization and Optimization of Processes (including digital transformation)	are able to identify which processes can benefit from digitalization	Technical and Scientific	M1, M4, M5, M6, M8, M9, M10, M11
		are able to participate in the change process of transformation	Technical-Scientific Personal/Social	M1, M4, M8, M9, M10, M11
Marketing, Market Research & Sales	Product and Innovation Management	Can further develop existing products and services	Technical and Scientific	M1, M4, M5, M6, M8, M9, M10, M11
	Sales and Distribution	Can present and sell a company's products and services to customers	Technical and scientific Personal/Social	M1, M3, M4, M5, M6, M8, M9, M10, M11

Finance	Bookkeeping and Financial Reporting	are able to assist with posting simple business transactions in the accounting system can perform standard analyses of annual financial statements and prepare them accordingly	Professional and Academic Personal/Social	M1, M4, M7, M9, M10, M11
	Financing	Can solicit, compare, and present financing offers in a way that supports decision-making	Academic and scientific	M1, M4, M7, M9, M10, M11
	Supervision of external and internal accounting	are able to implement cost accounting in the system	Technical and scientific	M1, M4, M7, M9, M11
		can use a wide variety of data to build an information management system	Technical and scientific	M1, M2, M4, M7, M8, M9, M10, M11

Thanks to their in-depth training, graduates of this program are able to competently plan, support, and implement the launch of a new business in all its aspects. Holistic and entrepreneurial thinking and action are always at the forefront. With the help of the leadership-oriented management skills they have acquired, graduates' core task will be to successfully steer not only their own companies but also the operations of other businesses and organizations. The knowledge imparted ranges from the fundamentals and methods of economics to strategic, market-, value-, and process-oriented business management. In addition, social skills are taught, and great emphasis is placed on practical projects in collaboration with the business community.

A thorough training in Business English and a supervised semester abroad at one of the partner universities are essential components of the Leadership & Business Management program. This deepens professional qualifications and enhances methodological, social, and intercultural skills. A professional internship of at least 500 hours abroad or at an internationally operating company in Germany enables students to apply the acquired expertise in a practical setting.

2 CURRICULUM

2.1 Curriculum data

	FT	Comments (if any)
First Year of Study (YYYY/MM ₊₁)	2027/28	
Standard duration of study (Number of semesters)	6	
SWS (Total for all semesters)	61	In the VZ program, a semester abroad is included within the specified SWS, with SWS at the respective partner universities.
ASWS (Total for all semesters)	80	excluding bachelor's theses
ECTS (Total for all semesters)	180	
Start of winter semester (Date, note: possibly calendar week)	Calendar Week 40	
Winter semester end (Date, Note: possibly calendar week)	Calendar Week 5	
Start of summer semester (Date, Note: possibly calendar week)	Calendar Week 11	
End of semester (Date, Note: possibly calendar week)	Calendar Week 28	
Winter Semester Weeks	15	
SS weeks	15	
Mandatory semester abroad (Semester)	5	
Language of Instruction (Specify)	German/ English	The percentage of subject-specific courses taught in English is 23,97 % of the total weekly class hours
Professional internship (Semester, duration in weeks per semester)	12 weeks	500 hours

2.2 Curriculum matrix

The curriculum matrix for the Bachelor's program in Leadership & Business Management is presented below. The following list of courses does not include the workload associated with supervising bachelor's theses. For each thesis supervised, 0.2 SWS is allocated; that is, with 20 accredited student slots, this results in an additional ASWS workload of 4 ASWS. In total, this amounts to 84 ASWS across all 6 semesters, including bachelor's thesis supervision.

1. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
ENA	Fundamentals of entrepreneurship	ILV			2	1	2	30	M5	3
GW11	Fundamentals of Business Administration & Economics I	ILV			4	1	4	60	M1	6
GW12	Fundamentals of Business Administration & Economics II	ILV			4	1	4	60	M1	6
KPR	Communication, Presentation & Rhetoric	ILV			2	2	4	60	M4	3
SES	Statistics & Empirical Research	ILV			4	1	4	60	M2	6
SPR1	Foreign Language I	ILV			4	1	4	60	M3	6
Total line:					20		22	330		30
Course hours = Total WSH x course weeks					300					

2. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
GAP	Start-up Management	ILV			4	1	4	60	M5	6
GW13	Introduction to Law	ILV			2	1	2	30	M1	4
IFJ	Investment, Financing & Financial Statement Analysis	ILV			4	1	4	60	M7	6
MBM	Market Analysis & Brand Management (E)	ILV		X	3	1	3	45	M6	4
PIM	Product & Innovation Management	ILV			2.5	1	2.5	37.5	M5	4
SPR2	Foreign Language II	ILV			4	1	4	60	M3	6
Total line:					19.5		19.5	292.5		30
Course hours = Total WSH x course weeks					292.5					

3. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
DMC	Digital Marketing & Content Creation (E)	ILV		X	3.5	1	3.5	52.5	M6	6
KAI	Knowledge Management & Artificial Intelligence (E)	ILV		X	3	1	3	45	M8	6
KMV	Conflict Management, Mediation & Negotiation (E)	ILV		X	2	1	2	30	M4	4
PFK	Psychology in Leadership (E)	ILV		X	2.5	1	2.5	37.5	M8	4
PRA1	Practical Project I: Entrepreneurship	PT			2	2	4	60	M9	4
WKP	Value Chain Management & Process Modelling	ILV			3	1	3	45	M10	6
Total line:					16.0		18.0	270.0		30
Course hours = Total WSH x course weeks					240.0					

4. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
CCM	International & Cross Cultural Management (E)	ILV		X	1.5	1	1.5	22.5	M8	3
FBM	Company Transfer & Succession	ILV			2	1	2	30	M10	4
GDB	Business Models: Analysis & Application	ILV			2	1	2	30	M10	4
HRM	Risk management: Fundamentals	ILV			2.5	1	2.5	37.5	M8	4
KCO	Cost Accounting & Management Accounting	ILV			3	1	3	45	M7	4
LCM	Leadership & Change Management (E)	ILV		X	2	1	2	30	M8	3
PRA2	Practical Project II: Business Management	PT			2	2	4	60	M9	4
VWA	Advanced Scientific Work	ILV			2	1	2	30	M2	4
Total line:					17.0		19.0	285.0		30
Course hours = Total WSH x course weeks					255.0					

5. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
ASL	Consolidation Area Studies & Languages	ILV			0	1	0	0	M11	6
VBM	Consolidation Business Management	ILV			0	1	0	0	M11	16
VSS	Consolidation Social Skills	ILV			0	1	0	0	M11	8
Total line:					0		0	0		30
Course hours = Total WSH x course weeks					0					

6. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
BAR	Bachelorthesis	SE			0	1	0	0	M12	6
BAS	Bachelor Thesis	SE			0.5	3	1.5	22.5	M12	4
BPR	Internship	BPR			0	1	0	0	M9	20
Total line:					0.5		1.5	22.5		30
Course hours = Total WSH x course weeks					7.5					

Abbreviations	
E	Lecture in English language
ECTS	ECTS – Credit points
LV	Course
LVS	Course hour(s)
WSH	Weekly semester hour(s)
T	Lecture with technical background
WP	Elective subject

Summary curriculum data

Description	WSH	ASWS	ALVS	ECTS
Total number of courses over all semesters	73	80	1200	180
Total number of courses in 1st year of study	39.5	41.5	622.5	60
Total number of courses in 2nd year of study	33	37	555	60
Total number of courses in 3rd year of study	0.5	1.5	22.5	60
Total number of technical events over all semesters				
Percentage of technical courses over all semesters based on WSH / ECTS				
Total number of specialized courses in English over all semesters	17.5			30
Proportion of specialized courses in English over all semesters (Calculation excluding language courses)	23.97 %			16.67 %

2.3 Modularization

Module number:	Fundamentals of Business Administration & Economics		Scope:	
M1			16	ECTS
Degree program	University of Applied Sciences Bachelor's Program Leadership & Business Management full-time			
Position in the curriculum	1. Semester			
	2. Semester			
Level	1. Semester: Bachelor / 2. Semester: Bachelor			
Previous knowledge	1. Semester: None / 2. Semester: none			
Blocked	no			
Participant group	A-levels and/or corresponding previous training, beginners			
Literature recommendation	<u>Fundamentals of Business Administration & Economics I /ILV / LV-Nr: GWI1 / 1.Semester / ECTS: 6</u> • Breyer, F. (2020). Mikroökonomik: Eine Einführung. Berlin-Heidelberg: Springer Verlag. • Clement, R., Terlau, W., Kiy, M., & Gehring, A. (2023). Angewandte Makroökonomie: Makroökonomie, Wirtschaftspolitik und nachhaltige Entwicklung. München: Verlag Franz Vahlen. • Dillerup, R., & Stoi, R. (2022). Unternehmensführung: Erfolgreich durch modernes Management & Leadership. München: Verlag Franz Vahlen. • Edling, H. (2023). Volkswirtschaftslehre - Schnell erfasst. Berlin-Heidelberg: Springer Verlag. • Egger, A., Egger, W., & Schauer, R. (2016). Einführung in die Allgemeine Betriebswirtschaftslehre. Wien: Linde. • Forner, A. (2022). Volkswirtschaftslehre: Eine praxisorientierte Einführung. Wiesbaden: Springer Verlag. • Kolmar, M. (2021). Grundlagen der Mikroökonomik: Ein integrativer Ansatz. Berlin-Heidelberg: Springer Verlag. • Vahs, D., & Schäfer-Kunz, J. (2021). Einführung in die Betriebswirtschaftslehre. Stuttgart: Schäffer-Poeschel.			
	<u>Fundamentals of Business Administration & Economics II /ILV / LV-Nr: GWI2 / 1.Semester / ECTS: 6</u> • Coenenberg, A. G., Haller, A., & Schultze, W. (2021). Einführung in das Rechnungswesen: Grundlagen der Buchführung und Bilanzierung. Stuttgart: Schäffer-Poeschel Verlag. • Bruhn, M. (2022). Marketing: Grundlagen für Studium und Praxis. Wiesbaden: Springer Verlag. • Grbenic, S., & Zunk, B. (2021). Buchhaltung Grundlagen: Buchhaltung und Bilanzierung Band 1. Wien: Linde Verlag. • Kotler, P., Keller, K. L., Chernev, A. (2022). Marketing management. Harlow, UK: Pearson. • Kotler, P., Armstrong, G., Harris, L. C., & He, H. (2022). Grundlagen des Marketing. Hallbergmoos: Pearson. • Kreutzer, R. T. (2022). Praxisorientiertes Marketing: Grundlagen – Instrumente – Fallbeispiele. Wiesbaden: Springer Verlag. • Weber, J., & Weißenberger, B. E. (2021). Einführung in das Rechnungswesen: Bilanzierung und Kostenrechnung. Stuttgart: Schäffer-Poeschel Verlag. • Wöhe, G., & Kußmaul, H. (2022). Grundzüge der Buchführung und Bilanztechnik. München: Verlag Franz Vahlen.			
	<u>Introduction to Law /ILV / LV-Nr: GWI3 / 2.Semester / ECTS: 4</u> • Aigner, T., Herda, H., Riedler, A., & Wolkerstorfer, T. (2023). Privates Wirtschaftsrecht. Wien: LexisNexis ARC ORAC. • Artmann, E., & Rüffler, F. (2020). Gesellschaftsrecht. München: Manz Verlag. • Jahnel, D., Mader, P., & Staudegger, E. (2020). IT-Recht. Wien: Verlag Österreich. • Raschauer, B., Ennöckl, D., Raschauer, N. (2021). Grundriss des österreichischen Wirtschaftsrechts. Wien: Manz Verlag. • Jahnel, D., & Pallwein-Prettnner, A. (2021). Datenschutzrecht. Wien: facultas. • Pittel, R., Ganner, M., Laimer, S., & Markl, C. (2022). Einführung in das Privat- und Wirtschaftsrecht - Teil 1: Privatrecht. München: Verlag Österreich. • Zankl, W. (2021). Rechtshandbuch der Digitalisierung. München: Manz Verlag.			
Acquisition of skills	<u>Fundamentals of Business Administration & Economics I /ILV / LV-Nr: GWI1 / 1.Semester / ECTS: 6</u>			

	Business Administration Section: ----- The students • are familiar with the various subfields of business economics. • understand the structure of a business and typical operational processes and are acquainted with the fundamental constitutive factors of a business. • recognize the interconnections in terms of the diverse relationships between business economic functions. • can clearly distinguish between central business economic concepts. • are familiar with the most important constitutional and functional business decisions. • understand the basics and tools of strategic management. • know and understand the interconnections of business economics at various decision-making and action levels. • are capable of analyzing current market, environmental, and surrounding conditions in the area of small and medium-sized enterprises. • are aware of the essential principles and discussions of business and economic ethics, especially in the area of corporate governance debate. • know the process for implementing a business strategy using selected business economic tools. Economics Section: ----- • naming the essential components of a market model and discussing market equilibrium as an interaction of supply and demand. • identifying the determinants of consumer demand and explaining the reaction to external factors such as changes in income. • explaining both the potential and limitations of market models based on real markets such as the housing or labor market, and enhancing abstract models with increased reality relevance. • understanding production decisions in companies and interpreting the influence of market forms on pricing. • examining and critically evaluating current developments based on models. • naming the essential components and institutions of an economy and explaining how they function. • identifying macroeconomic indicators such as Gross Domestic Product or Consumer Price Index and explaining
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Acquisition of skills	them in content. independently researching indicators for economic growth and inflation and presenting current developments.
	<u>Fundamentals of Business Administration & Economics II /ILV / LV-Nr: GWI2 / 1.Semester / ECTS: 6</u> Marketing Section: ----- The students: - are familiar with issues and solution approaches in marketing management. - master the tools of the marketing mix. - understand the basics of consumer behavior and critically evaluate marketing approaches from an ethical perspective. - comprehend the impact of digital marketing on corporate strategy. Accounting & Financial Management Section: ----- - know the basics of representing business decisions within the accounting system. - are familiar with and understand the basic concepts and subdivisions of accounting. - understand the technique and internal structure of double-entry bookkeeping. - can assess the structure of an accounting system and the characteristics of different account types. - are able to perform simple business transactions on asset and income accounts and create accounting entries. - recognize the significant effects of business transactions on the balance sheet and profit and loss statement. - know the task areas and solution approaches of cost and revenue accounting with its subsystems (cost type, cost center, and cost carrier accounting). - can differentiate between the terms payments – disbursements, receipts – expenditures, revenue – expense. - can describe the organizational structure of cost accounting and explain the essential cost accounting systems in basic terms. - are familiar with the systems of cost accounting (partial and full cost accounting).
	<u>Introduction to Law /ILV / LV-Nr: GWI3 / 2.Semester / ECTS: 4</u> The students - know the general civil law and general private law aspects of entrepreneurial activity. - understand basic legal principles, which are frequently conveyed through concrete examples of problem cases in legal practice. - are able to classify the legal problems regularly occurring in business practice in general private and civil law. - understand the legal organization of companies, the contract law of merchants and the alternatives under company law, in particular when setting up a company. - are able to classify the areas of law presented and master their basic contents. - are familiar with relevant cross-sectional areas of law that are related to digitization.
Course contents	<u>Fundamentals of Business Administration & Economics I /ILV / LV-Nr: GWI1 / 1.Semester / ECTS: 6</u>

	Business Administration Section: ----- Part A: Overview and Analysis of Interconnections among Key Business Economics Areas • Characteristics of business enterprises and the scope of business economics. • Decision theory in business economics. • Operational functional areas. • Basics of management and ethics. Part B: Fundamentals of Business Economics • Constitutive business decisions such as legal forms, location decisions, types of business mergers/acquisitions, and choice of business field. • Functional business decisions: materials management, production management, marketing. • Fundamentals of business value creation processes and functions (value creation architecture and structure). • Basics of market-, process-, and strategy-oriented management. Part C: Strategic Management • Definition and distinction between strategy vs. business model; Mintzberg's 5 Ps. • Strategic management process and relevant analyses (vision & mission; environmental analysis, external and internal company analysis, resource analysis, and Porter's value chain, competitor analysis, SWOT, etc.). • Strategic vs. operational goals. • Generic strategies by Porter (focus on differentiation, differentiation, cost focus, cost leadership) and by Treacy & Wiersema (product leadership, operational excellence, customer intimacy). Economics Section: ----- Part A: Core Topics • Economic thinking and marginal analysis. • Efficient allocation of scarce resources. • Market model and market equilibrium. • Macroeconomic variables (GDP, inflation, and unemployment) and their interrelations. Part B: Selected Economic Issues • Elasticity and welfare. • Cost functions and optimal company production. • Pricing and market structures. • Short-term economic fluctuations: business cycles. • Money, the ECB, and inflation. • Long-term economic growth. • International relations and trade. <u>Fundamentals of Business Administration & Economics II /ILV / LV-Nr: GWI2 / 1.Semester / ECTS: 6</u> Marketing Section: ----- • Teaching the fundamentals of marketing under the following aspects: • Definition and applications of marketing • Importance and roles of marketing in the 21st century
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Course contents	• Social responsibility and ethics in marketing • Strategic marketing / Market segmentation • Analysis of consumer behavior in consumer goods markets • Marketing mix (4P) • International marketing • Market orientation in corporate culture and leadership • Future perspectives of marketing Accounting & Finance Section: ----- Part A: External Accounting • Structure of accounting • Basics of corporate accounting: tasks, subdivisions, and fundamental concepts • System of commercial bookkeeping: from inventory to opening balance sheet • System of double-entry bookkeeping: recording business transactions in asset and income accounts • Organization of accounting (chart of accounts, VAT, etc.) • Principle of period integrity and accruals • Principles of proper accounting • Valuation of balance sheet items (fixed assets, current assets, highest and lowest value principle) and • valuation methods (FIFO, LIFO, HIFO, KIFO, constant value method, etc.) Part B: Internal Accounting • Objectives and basic concepts of cost and revenue accounting • Fundamentals of cost and revenue accounting: tasks, components, and subdivisions • Structure of cost accounting (types of costs, cost centers, cost units) • Contribution margin accounting
	<u>Introduction to Law /ILV / LV-Nr: GWI3 / 2.Semester / ECTS: 4</u> Part A: Fundamentals of Civil Law • Distinction between private law and public law • Doctrine of title and mode • Fundamentals of property law (incl. possession, holding & ownership) • The natural person (legal capacity and capacity to act) • The legal person • Personal rights • The legal transaction & the conclusion of the contract • General contract law • Representation & power of attorney • Basics of consumer protection law Part B: Corporate and Insolvency Law • Legal forms of companies (partnerships, corporations, mixed forms) • Basics of insolvency law Part C: Law & Digitalization: • Basic Data Protection Regulation & Telecommunications Law • E-commerce and e-government / electronic signature • IT law
Teaching and learning methods	<u>Fundamentals of Business Administration & Economics I /ILV / LV-Nr: GWI1 / 1.Semester / ECTS: 6</u> The course is conducted in a blended-learning-format. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used. <u>Fundamentals of Business Administration & Economics II /ILV / LV-Nr: GWI2 / 1.Semester / ECTS: 6</u> The course is conducted in a blended-learning-format. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used. <u>Introduction to Law /ILV / LV-Nr: GWI3 / 2.Semester / ECTS: 4</u> The course is conducted in a blended-learning-format. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used. Solution of case studies by means of group work
Evaluation Methods Criteria	<u>Fundamentals of Business Administration & Economics I /ILV / LV-Nr: GWI1 / 1.Semester / ECTS: 6</u> Exam Homework <u>Fundamentals of Business Administration & Economics II /ILV / LV-Nr: GWI2 / 1.Semester / ECTS: 6</u> Exam <u>Introduction to Law /ILV / LV-Nr: GWI3 / 2.Semester / ECTS: 4</u> Exam

Module number:	Foreign Language	Scope:	
M3		12	ECTS
Degree program	University of Applied Sciences Bachelor's Program Leadership & Business Management full-time		
Position in the curriculum	1. Semester		
	2. Semester		
Level	1. Semester: A1 bis C2 (GER) / 2. Semester: A1 bis C2 (GER)		
Previous knowledge	1. Semester: Beginner Modules: - Chinese, German, Spanish at levels A1/A2 with target level A2: no prior knowledge permitted. Upper Beginner Modules: - German at levels A2/B1 with target level B1.1: solid prior knowledge at A1 level required. Advanced Modules: - Business German, Business French, Business Italian, Business Spanish at levels B1/B2 with target level B2.1: solid prior knowledge at A2 level required. - Business English for Academic and Professional Purposes at levels B2+/C1 with target level C1: prior knowledge at B2 level or completion of an English bridging/preparatory course required. - Business English for Academic and Professional Purposes at levels C1/C2 with target level C2.1: solid prior knowledge at B2.2 level required. / 2. Semester: • Beginner Modules: o Chinese, German, Spanish at levels A1/A2 with target level A2: no prior knowledge permitted. • Upper Beginner Modules: o German at levels A2/B1 with target level B1.1: solid prior knowledge at A1 level required. • Advanced Modules: • Business German, Business French, Business Italian, Business Spanish at levels B1/B2 with target level B2.1: solid prior knowledge at A2 level required. • Business English for Academic and Professional Purposes at levels B2+/C1 with target level C1: prior knowledge at B2 level or completion of an English bridging/preparatory course required. • Business English for Academic and Professional Purposes at levels C1/C2 with target level C2.1: solid prior knowledge at B2.2 level required.		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Foreign Language I /ILV / LV-Nr: SPR1 / 1.Semester / ECTS: 6</u> Textbook to be arranged; authentic materials, such as articles from English-language magazines (including professional journals), newspapers, and online media source		
	<u>Foreign Language II /ILV / LV-Nr: SPR2 / 2.Semester / ECTS: 6</u> Textbook – to be arranged; authentic materials, such as articles from English-language magazines (including professional journals), newspapers, and online media source		
Acquisition of skills	<u>Foreign Language I /ILV / LV-Nr: SPR1 / 1.Semester / ECTS: 6</u>		

	The participants: • (A1 – Beginner) Can understand and use familiar, everyday expressions and very simple sentences aimed at satisfying concrete needs. • (A1 – Beginner) Can introduce themselves and others, ask people questions about personal details – e.g., where they live, people they know, and things they have – and can respond to such questions. • (A1 – Beginner) Can communicate in a simple way if the interlocutor speaks slowly and clearly and is willing to help. • (A2 – Elementary) Can understand sentences and frequently used expressions related to areas of most immediate relevance (e.g., personal and family information, shopping, work, local area) • (A2 – Elementary) Can communicate in simple and routine tasks requiring a simple and direct exchange of information on familiar and routine matters. • (A2 – Elementary) Can describe in simple terms aspects of their background, immediate environment, and matters in areas of immediate need. • (B1 – Intermediate) Can understand the main points of clear standard speech on familiar matters regularly encountered in work, school, leisure, etc. • (B1 – Intermediate) Can deal with most situations likely to arise while travelling in an area where the language is spoken and can produce simple connected text on topics that are familiar or of personal interest. • (B1 – Intermediate) Can describe experiences and events, dreams, hopes, and ambitions and briefly give reasons and explanations for opinions and plans. • (B2 – Upper Intermediate) Can understand the main ideas of complex text on both concrete and abstract topics, including technical discussions in their field of specialization. Can interact with a degree of fluency and spontaneity that makes regular interaction with native speakers quite possible without strain for either party. Can produce clear, detailed text on a wide range of subjects and explain a viewpoint on a topical issue giving the advantages and disadvantages of various options. • (C1 – Advanced) Can understand a wide range of demanding, longer texts, and recognize implicit meaning. • (C1 – Advanced) Can express themselves fluently and spontaneously without much obvious searching for expressions and can use the language flexibly and effectively for social, academic, and professional purposes • (C1 – Advanced) Can produce clear, well-structured, detailed text on complex subjects, showing controlled use of organizational patterns, connectors, and cohesive devices. • (C2 – Near-native proficiency) Can understand with ease virtually everything heard or read. • (C2 – Near-native proficiency) Can summarize information from different spoken and written sources, reconstructing arguments and accounts in a coherent presentation. • (C2 – Near-native proficiency) Can express themselves spontaneously, very fluently, and precisely, differentiating finer shades of meaning even in more complex situations. <u>Foreign Language II /ILV / LV-Nr: SPR2 / 2.Semester / ECTS: 6</u> The participants: • (A1 – Beginner) Can understand and use familiar, everyday expressions and very simple sentences aimed at
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Acquisition of skills	satisfying concrete needs. • (A1 – Beginner) Can introduce themselves and others, ask people questions about personal details – e.g., where they live, people they know, and things they have – and can respond to such questions. • (A1 – Beginner) Can communicate in a simple way if the interlocutor speaks slowly and clearly and is willing to help. • (A2 – Elementary) Can understand sentences and frequently used expressions related to areas of most immediate relevance (e.g., personal and family information, shopping, work, local area) • (A2 – Elementary) Can communicate in simple and routine tasks requiring a simple and direct exchange of information on familiar and routine matters. • (A2 – Elementary) Can describe in simple terms aspects of their background, immediate environment, and matters in areas of immediate need. • (B1 – Intermediate) Can understand the main points of clear standard speech on familiar matters regularly encountered in work, school, leisure, etc. • (B1 – Intermediate) Can deal with most situations likely to arise while travelling in an area where the language is spoken and can produce simple connected text on topics that are familiar or of personal interest. • (B1 – Intermediate) Can describe experiences and events, dreams, hopes, and ambitions and briefly give reasons and explanations for opinions and plans. • (B2 – Upper Intermediate) Can understand the main ideas of complex text on both concrete and abstract topics, including technical discussions in their field of specialization. Can interact with a degree of fluency and spontaneity that makes regular interaction with native speakers quite possible without strain for either party. Can produce clear, detailed text on a wide range of subjects and explain a viewpoint on a topical issue giving the advantages and disadvantages of various options. • (C1 – Advanced) Can understand a wide range of demanding, longer texts, and recognize implicit meaning. • (C1 – Advanced) Can express themselves fluently and spontaneously without much obvious searching for expressions and can use the language flexibly and effectively for social, academic, and professional purposes. • (C1 – Advanced) Can produce clear, well-structured, detailed text on complex subjects, showing controlled use of organizational patterns, connectors, and cohesive devices. • (C2 – Near-native proficiency) Can understand with ease virtually everything heard or read. • (C2 – Near-native proficiency) Can summarize information from different spoken and written sources, reconstructing arguments and accounts in a coherent presentation. • (C2 – Near-native proficiency) Can express themselves spontaneously, very fluently, and precisely, differentiating finer shades of meaning even in more complex situations.
Course contents	<u>Foreign Language I /ILV / LV-Nr: SPR1 / 1.Semester / ECTS: 6</u> A1 – Beginner Understand and use familiar, everyday expressions and very simple sentences aimed at satisfying concrete needs. Introduce themselves and others, ask people questions about personal details – e.g., where they live, the people they know, or the things they have – and respond to such questions. Communicate in a simple way if the conversation partners speak slowly and clearly and are prepared to help. A2 – Elementary Knowledge Understand sentences and frequently used expressions related to areas of most immediate relevance (e.g., personal and family information, shopping, work, local environment). Communicate in simple and routine tasks requiring a simple and direct exchange of information on familiar and routine matters. Describe in simple terms their background, education, immediate environment, and matters in areas of immediate need. B1 – Intermediate Language Use Use clear standard language in academic and business contexts and communicate about familiar topics related to work, school, leisure, etc., applying relevant conversational skills. Express themselves simply and coherently on familiar topics and areas of personal interest. Report on experiences and events, describe dreams, hopes, and ambitions, and briefly give reasons and explanations for opinions and plans. B2 – Independent Language Use Express themselves on the main ideas of complex texts on both concrete and abstract topics in academic and business contexts and participate in technical discussions in their own field of specialization. Communicate with such a degree of fluency and spontaneity that normal conversation with native speakers is quite possible without strain for either party. Express themselves clearly and in detail on a wide range of subjects, explain a viewpoint on a topical issue, and outline the advantages and disadvantages of various options. C1 – Advanced Language Proficiency Understand a wide range of demanding, longer texts and recognize implicit meanings. Use the language effectively and flexibly in academic and business contexts and express themselves fluently and spontaneously without much obvious searching for words. Produce clear, well-structured, detailed text on complex subjects, showing controlled use of organizational patterns, connectors, and cohesive devices. C2 – Near-Native Proficiency Communicate effortlessly in all language situations. Summarize information from various written and spoken sources and reconstruct arguments and accounts in a coherent presentation. Express themselves spontaneously, very fluently, and precisely, differentiating finer shades of meaning even in more complex situations. <u>Foreign Language II /ILV / LV-Nr: SPR2 / 2.Semester / ECTS: 6</u>

	A1 – Beginner Understand and use familiar, everyday expressions and very simple sentences aimed at satisfying concrete needs. Introduce themselves and others, ask people questions about personal details – e.g., where they live, the people they know, or the things they have – and respond to such questions. Communicate in a simple way if the conversation partners speak slowly and clearly and are prepared to help. A2 – Elementary Knowledge Understand sentences and frequently used expressions related to areas of most immediate relevance (e.g., personal and family information, shopping, work, local environment). Communicate in simple and routine tasks requiring a simple and direct exchange of information on familiar and routine matters. Describe in simple terms their background, education, immediate environment, and matters in areas of immediate need. B1 – Intermediate Language Use Use clear standard language in academic and business contexts and communicate about familiar topics related to
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Course contents	work, school, leisure, etc., applying relevant conversational skills. Express themselves simply and coherently on familiar topics and areas of personal interest. Report on experiences and events, describe dreams, hopes, and ambitions, and briefly give reasons and explanations for opinions and plans. B2 – Independent Language Use Express themselves on the main ideas of complex texts on both concrete and abstract topics in academic and business contexts and participate in technical discussions in their own field of specialization. Communicate with such a degree of fluency and spontaneity that normal conversation with native speakers is quite possible without strain for either party. Express themselves clearly and in detail on a wide range of subjects, explain a viewpoint on a topical issue, and outline the advantages and disadvantages of various options. C1 – Advanced Language Proficiency Understand a wide range of demanding, longer texts and recognize implicit meanings. Use the language effectively and flexibly in academic and business contexts and express themselves fluently and spontaneously without much obvious searching for words. Produce clear, well-structured, detailed text on complex subjects, showing controlled use of organizational patterns, connectors, and cohesive devices. C2 – Near-Native Proficiency Communicate effortlessly in all language situations. Summarize information from various written and spoken sources and reconstruct arguments and accounts in a coherent presentation. Express themselves spontaneously, very fluently, and precisely, differentiating finer shades of meaning even in more complex situations.
Teaching and learning methods	<u>Foreign Language I /ILV / LV-Nr: SPR1 / 1.Semester / ECTS: 6</u> Blended Learning <u>Foreign Language II /ILV / LV-Nr: SPR2 / 2.Semester / ECTS: 6</u> Blended Learning
Evaluation Methods Criteria	<u>Foreign Language I /ILV / LV-Nr: SPR1 / 1.Semester / ECTS: 6</u> Portfolio exam <u>Foreign Language II /ILV / LV-Nr: SPR2 / 2.Semester / ECTS: 6</u> Portfolio exam

Module number:	Entrepreneurship, Innovation & Sustainability	Scope:	
M5		13	ECTS
Degree program	University of Applied Sciences Bachelor's Program Leadership & Business Management full-time		
Position in the curriculum	1. Semester		
	2. Semester		
Level	1. Semester: Bachelor / 2. Semester: Bachelor		
Previous knowledge	1. Semester: None / 2. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Fundamentals of entrepreneurship /ILV / LV-Nr: ENA / 1.Semester / ECTS: 3</u> • Fritsch, M., & Wyrwich, M. (2021). Entrepreneurship: Theorie, Empirie, Politik. Wiesbaden: Springer Verlag. • Greene, F. J. (2020): Entrepreneurship: Theory and practice. Lonon, UK: Red Globe Press. • Grundwald, A., & Kopfmüller, J. (2022). Nachhaltigkeit. Frankfurt/New York: Campus Verlag. • Nzembayie, K. F., & Buckley, A. P. (2022). Digital entrepreneurship: Disruption and new venture creation. Glos, UK: Edward Elgar. • Hinrichs, B. (2021). Nachhaltigkeit als Unternehmensstrategie: Roadmap für unternehmerische Nachhaltigkeit & Innovation. Freiburg: Haufe-Lexware.		
	<u>Start-up Management /ILV / LV-Nr: GAP / 2.Semester / ECTS: 6</u> • Heyn, D. (2022). Agiles Projektmanagement: Der Schlüssel zum Erfolg. Berlin: Loewenstein International. • Kailer, N., & Weiß, G. (2018). Gründungsmanagement kompakt: Von der Idee zum Businessplan. Wien: Linde Verlag. • Kollmann, T. (2022). Digital Entrepreneurship: Grundlagen der Unternehmensgründung in der Digitalen Wirtschaft. Wiesbaden: Springer Verlag. • Kuster, J., Bachmann, C., Hubmann, M., Lippmann, R., & Schneider, P. (2022). Handbuch Projektmanagement: Agil – Klassisch – Hybrid. Berlin: Springer Verlag.		
	<u>Product & Innovation Management /ILV / LV-Nr: PIM / 2.Semester / ECTS: 4</u> • Gaubinger, K. (2021). Hybrides Innovationsmanagement für den Mittelstand in einer VUCA-Welt: Vorgehensmodelle – Methoden – Erfolgsfaktoren – Praxisbeispiele. Berlin: Springer Verlag. • Hauschildt, J., Salomo, S., Schultz, C., & Kock, A. (2023). Innovationsmanagement. München: Verlag Franz Vahlen. • Keite, L. (2022). Produktmanagement im digitalen Zeitalter: Leitfaden zur effizienten Steuerung von Produkten und Dienstleistungen während des gesamten Produktlebenszyklus. Freiburg: Haufe-Lexware. • Wobser, G. (2022). Agiles Innovationsmanagement: Dilemmata überwinden, Ambidextrie beherrschen und mit Innovationen langfristig erfolgreich sein. Berlin: Springer Verlag.		
Acquisition of skills	<u>Fundamentals of entrepreneurship /ILV / LV-Nr: ENA / 1.Semester / ECTS: 3</u> The students • are familiar with the conceptual foundations of entrepreneurship research and are able to distinguish and explain concepts such as entrepreneurship, entrepreneurship, management, etc. from one another. • are familiar with the findings on the economic significance of entrepreneurship in Austria and Germany. • are familiar with alternative forms of business start-up, such as business start-up, take-over start-up, spinn-off start-up, MBI/MBO, franchise start-up. • have knowledge about the typical focal points and problems in the different phases of the process of founding a company. • are able to identify necessary entrepreneurship skills and evaluate potential business ideas for their feasibility. • are familiar with the basic terminology in start-up management in general and with start-up planning in particular. • know the building blocks in the development of a business concept and in start-up planning. • are able to identify necessary entrepreneurship skills and evaluate potential business ideas for feasibility. • are familiar with current concepts and trends in entrepreneurship. • know the basics of "sustainable development". • know the possibilities of integrating sustainability into corporate management (CRM). • know the basics of social entrepreneurship.		
	<u>Start-up Management /ILV / LV-Nr: GAP / 2.Semester / ECTS: 6</u>		

	The students - are familiar with the basic terminology in start-up management in general and with start-up planning in particular. - have knowledge of the typical focal points and problems in the various phases in the process of founding a company. - know the building blocks in the development of a business concept and in start-up planning. - know the meaning and content expectations of business plans. - are able to develop solution strategies for the typical bottleneck areas of business start-ups such as location, legal form, marketing and financing decisions. - are able to successfully apply their knowledge in practical projects. - are able to define, design, plan, implement and evaluate projects with low complexity. - are able to structure and plan projects and use team members in a meaningful way. - are able to manage projects responsibly with the help of suitable project planning software. - are able to prepare a requirements specification and a final report. - understand the difference between classic and agile project management. - are able to use and apply agile methods in project management.
	<u>Product & Innovation Management /ILV / LV-Nr: PIM / 2.Semester / ECTS: 4</u> The students

Acquisition of skills	• Know the basic strategies and instruments of product and innovation management. • Know concepts and methods for market-oriented product development. • Can assess the organizational anchoring of product and innovation management. • Know the organizationally necessary backgrounds for the emergence of innovations. • Can apply product lifecycle management methods. • Understand the influence of industry 4.0 and digitization on the product & innovation management process of companies.
Course contents	<u>Fundamentals of entrepreneurship /ILV / LV-Nr: ENA / 1.Semester / ECTS: 3</u> Part A: Conceptual basics: • Entrepreneurship and the path to it • Entrepreneurship and intrapreneurship: terms and distinction • The Entrepreneur/the Intrapreneur: Characteristics, Meaning, Image • Types and forms of entrepreneurship Part B: Significance of entrepreneurial activity: • Quantitative and qualitative stocktaking in Austria/Germany. • Derivation of success factors & reasons for failure • Analysis of the general conditions for entrepreneurship Part C: Trends and developments in entrepreneurship: • Model of entrepreneurship competencies • Current concepts in entrepreneurship (Business Model Canvas, Value Proposition Design, Lean Startup, Growth Hacking etc.) Part D: Sustainable Development & Social Entrepreneurship • Model of sustainable development • Sustainability as a competitive factor • Operational sustainability management: systems, concepts and instruments of sustainable corporate management in different functional areas • Definition of social entrepreneurship and overview of the subject area and its future relevance for society <u>Start-up Management /ILV / LV-Nr: GAP / 2.Semester / ECTS: 6</u> Part A: Basics of business planning: • Importance and prevalence of business plans. • Main content: Factual and financial concept • Procedure for the preparation of a business plan • Sample outlines for business plans: Tailor-made use • Tips, tools and sample templates. Part B: The factual concept: • Developing the substantive building blocks of the business plan: Executive Summary • Product and service, USP • Company & Founder • Constitutive decisions (location, legal form, company mergers, etc.) • Analysis of industry, market and competition • Marketing: market entry and marketing mix • Management & organization, implementation planning • Opportunities and risks, development scenarios Part C: In-depth topics: • Basic decisions as part of start-up planning • Special features of start-up financing • Start-up competitions and networks Part D: Agile Project Management: • Importance of project management for companies • Project definition & demarcation to the project order / project planning & organization • Roles & responsibilities in the project • Project execution and controlling / - Project closure • Success factors project management • Contents project manual • Time management & stress factors in projects • Creation of time and milestone plan with the help of software • Building an agile mindset with values and principles • Scrum and Scrum roles (product owner, development team, Scrum master) • Application of agile techniques (use cases, personas, burn up chart, cumulative flow diagram, earned value analysis) • Basics of Kanban and Scrum <u>Product & Innovation Management /ILV / LV-Nr: PIM / 2.Semester / ECTS: 4</u>

	Part A.) Fundamentals • Concept and definition of product & innovation management • Goals of product & innovation management • Tasks of product & innovation managers Part B.) Product & innovation strategies and innovation culture • Corporate product & innovation strategy • Innovation culture, innovation teams & innovation controlling • Product life cycle & portfolio technology • Industry 4.0 and digitization in product & innovation management Part C.) Innovation processes • Research & technology development
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Course contents	• Pre-development, product development & service development • Open innovation • Lead User Method • Innovation networks • Disruptions in the innovation process Part D.) Idea management & creativity techniques • Idea collection and evaluation • Creativity and thought models (TRIZ, Mind-Mapping, 6-Hats Method, Walt-Disney Method, Morphological Box, Bio-nics, Osborn Checklist, Design Thinking)
Teaching and learning methods	<u>Fundamentals of entrepreneurship /ILV / LV-Nr: ENA / 1.Semester / ECTS: 3</u> The course is conducted in a blended-learning-format. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.
	<u>Start-up Management /ILV / LV-Nr: GAP / 2.Semester / ECTS: 6</u> The course is conducted in a blended-learning-format. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.
	<u>Product & Innovation Management /ILV / LV-Nr: PIM / 2.Semester / ECTS: 4</u> The course is conducted in a blended-learning-format. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used. A business idea and a business model based on it are developed. Within this framework, instruments and techniques discussed so far are applied.
Evaluation Methods Criteria	<u>Fundamentals of entrepreneurship /ILV / LV-Nr: ENA / 1.Semester / ECTS: 3</u> Homework Exam Presentation
	<u>Start-up Management /ILV / LV-Nr: GAP / 2.Semester / ECTS: 6</u> Report Project
	<u>Product & Innovation Management /ILV / LV-Nr: PIM / 2.Semester / ECTS: 4</u> Report Presentation

Module number:	Communication & Negotiation	Scope:	
M4		7	ECTS
Degree program	University of Applied Sciences Bachelor's Program Leadership & Business Management full-time		
Position in the curriculum	1. Semester		
	3. Semester		
Level	1. Semester: Bachelor / 3. Semester: Bachelor		
Previous knowledge	1. Semester: None / 3. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Conflict Management, Mediation & Negotiation (E) /ILV / LV-Nr: KMV / 3.Semester / ECTS: 4</u> • Glasl, F. (2020). Konfliktmanagement: Ein Handbuch für Führung, Beratung und Mediation. Bern: Haupt Verlag. • Kreggenfeld, U. (2021). Erfolgreich systemisch verhandeln: Ganzheitliche Verhandlungsstrategien – Checklisten – Anwendungsbeispiele. Wiesbaden: Springer Verlag. • Proksch, S. (2023). Mediation. Design und Setting: Ablauf und Gestaltungsvarianten des Mediationsverfahrens. Berlin-Heidelberg: Springer Verlag. • Rosner, S., & Winheller, A. (2022). Mediation und Verhandlungsführung: Theorie und Praxis des wertschöpfenden Verhandelns. Baden-Baden: Nomos Verlag.		
	<u>Communication, Presentation & Rhetoric /ILV / LV-Nr: KPR / 1.Semester / ECTS: 3</u> • Allhoff, D.-W., & Allhof, W. (2021). Rhetorik & Kommunikation: Ein Lehr- und Übungsbuch. München: Ernst Reinhardt Verlag. • Becher, F. (2020). Rhetorik im Job: Der Baukasten für erfolgreiche Reden und Gespräche. Freiburg: Haufe-Lexware GmbH & Co. KG. • Brockmann, L. (2023). Rhetorik macht erfolgreich: Überzeugen. Begeistern. Weiterkommen. Offenbach: GABAL Verlag. • Neumann, R. (2022). Souverän auftreten: Auftritt, Wirkung, Rhetorik. München: Carl Hanser Verlag.		
Acquisition of skills	<u>Conflict Management, Mediation & Negotiation (E) /ILV / LV-Nr: KMV / 3.Semester / ECTS: 4</u> The students • Recognize the need for communicative competence in conflict situations. • Develop the ability to analyze conflicts and use them constructively. • Know the essential negotiation models and techniques and can apply them successfully in specific situations. • Know the essential cognitive and emotional influencing factors in negotiation processes. • Can successfully mediate in conflict situations. • Know the essential de-escalation and dialogue techniques within the framework of mediation procedures.		
	<u>Communication, Presentation & Rhetoric /ILV / LV-Nr: KPR / 1.Semester / ECTS: 3</u> The students • Are able to plan and structure presentation topics in a target-oriented manner using various media and present them professionally to a specialist audience. • Know the basic concepts of communicative processes and are able to consciously use content and relationship aspects of human communication. • Know the basic presentation techniques.		
Course contents	<u>Conflict Management, Mediation & Negotiation (E) /ILV / LV-Nr: KMV / 3.Semester / ECTS: 4</u> Part A: Conflict management • Communication models and conflict theories • Phases of conflict transformation • Tools for conflict resolution and prevention • Case-related development of conflict solutions and agreements Part B: Negotiation techniques • Models, strategies and techniques of negotiation • Behavioral aspects in bargaining/negotiation • Role plays and case studies on real negotiation situations Part C: Mediation • Conflict escalation models • Deescalation and dialogue techniques • Methods of business mediation • Case study of phases of the mediation process		
	<u>Communication, Presentation & Rhetoric /ILV / LV-Nr: KPR / 1.Semester / ECTS: 3</u>		

	The students are taught the fundamentals of social skills, speaking, reading, writing and presentation skills. They impart and present contents from business, politics, culture and history as well as intercultural contexts. Discussion skills and presentation of specific economic topics are the main focus. After a short theoretical introduction to presentation techniques and rhetoric, case studies and exercises are used to familiarize students with oral and medial communication. Particular attention is paid to the preparation of content (structure and outline) and the execution of presentations (preparation, targeted use of media). Basic information about the basic components of communicative processes is conveyed. Message and meaning as well as content and relationship aspects of human communication should be simulated. The aim of the presentation techniques is to teach the students about the effective channels (language, voice, body, space) of presentation and
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Course contents	to gain initial experience about their effective use in order to be able to present more functional presentations.
Teaching and learning methods	<u>Conflict Management, Mediation & Negotiation (E) /ILV / LV-Nr: KMV / 3.Semester / ECTS: 4</u> • The course is conducted with presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures). • In addition, the students will solve and present problems in group work, which will be discussed in the plenum. • Selected exercises are used to develop conflict resolution skills as well as negotiation skills.
	<u>Communication, Presentation & Rhetoric /ILV / LV-Nr: KPR / 1.Semester / ECTS: 3</u> • The course is conducted with presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures). • In addition, the students will solve and present problems in group work, which will be discussed in the plenum. • Selected exercises are used to promote and develop students' communication and rhetorical skills.
Evaluation Methods Criteria	<u>Conflict Management, Mediation & Negotiation (E) /ILV / LV-Nr: KMV / 3.Semester / ECTS: 4</u> Presentation
	<u>Communication, Presentation & Rhetoric /ILV / LV-Nr: KPR / 1.Semester / ECTS: 3</u> Presentation

Module number:	Methods & Science	Scope:	
M2		10	ECTS
Degree program	University of Applied Sciences Bachelor's Program Leadership & Business Management full-time		
Position in the curriculum	1. Semester		
	4. Semester		
Level	1. Semester: Bachelor / 4. Semester: Bachelor		
Previous knowledge	1. Semester: none / 4. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Statistics & Empirical Research /ILV / LV-Nr: SES / 1.Semester / ECTS: 6</u> • Bänisch, A., & Alewell, D. (2020). Wissenschaftliches Arbeiten. Berlin/Boston: Walter De Gruyter GmbH. • Bamberg, G., Baur, F., & Krapp, M. (2022). Statistik: Eine Einführung für Wirtschafts- und Sozialwissenschaftler. Berlin/Boston: Walter de Gruyter GmbH. • Braunecker, C. (2021). How to do empirische Sozialforschung: Eine Gebrauchsanleitung. Wien: Facultas Verlags- und Buchhandel AG. • Häder, M. (2019). Empirische Sozialforschung: Eine Einführung. Wiesbaden: Springer Verlag. • Oehlrich, M. (2022). Wissenschaftliches Arbeiten und Schreiben: Schritt für Schritt zur Bachelor- und Master-Thesis in den Wirtschaftswissenschaften. Wiesbaden: Springer Verlag. • Schira, J. (2021). Statistische Methoden der VWL und BWL: Theorie und Praxis. München: Pearson Deutschland GmbH. • Sibbertsen, P., & Lehne, H. (2021). Statistik: Einführung für Wirtschafts- und Sozialwissenschaftler. Berlin-Heidelberg: Springer Verlag. • Theisen, M. R., & Theisen, M. (2021). Wissenschaftliches Arbeiten: Erfolgreich bei Bachelor- und Masterarbeit. München: Verlag Franz Vahlen.		
	<u>Advanced Scientific Work /ILV / LV-Nr: VWA / 4.Semester / ECTS: 4</u> • Bänisch, A., & Alewell, D. (2020). Wissenschaftliches Arbeiten. Berlin/Boston: Walter De Gruyter GmbH. • Oehlrich, M. (2022). Wissenschaftliches Arbeiten und Schreiben: Schritt für Schritt zur Bachelor- und Master-Thesis in den Wirtschaftswissenschaften. Wiesbaden: Springer Verlag. • Theisen, M. R., & Theisen, M. (2021). Wissenschaftliches Arbeiten: Erfolgreich bei Bachelor- und Masterarbeit. München: Verlag Franz Vahlen.		
Acquisition of skills	<u>Statistics & Empirical Research /ILV / LV-Nr: SES / 1.Semester / ECTS: 6</u> The students • understand the fundamentals of the research process. • understand the ethical aspects of scientific work and know how artificial intelligence should be used. • can formulate research questions appropriately. • can plan methodological approaches to answer research questions. • can research, evaluate, and cite academic literature. • understand the structure and format of a scientific work. • can draft a research proposal. • are familiar with various forms of scientific knowledge acquisition and can formulate empirical research questions appropriately. • can plan and apply methodological approaches in the research process. • are able to design and apply appropriate selection, data collection, processing, and analysis methods. • know the criteria for the quality of quantitative and qualitative social research and can apply them correctly in seminar and bachelor's theses. • are able to structure and compile large datasets using spreadsheet software. • can analyze statistical data using spreadsheet software. • possess basic knowledge of quantitative methods in business administration and economics and basic knowledge of statistical methods and procedures for describing and analyzing data. • can apply descriptive statistics and selected testing procedures.		
	<u>Advanced Scientific Work /ILV / LV-Nr: VWA / 4.Semester / ECTS: 4</u> The students • can develop and set up a research design adapted to a problem. • are able to present the state-of-the-art in a research field with reference to relevant journals (literature review). • are able to recognize pitfalls of scientific work, to reflect critically on results and to discuss limitations of statements. • are able to work on a scientific paper of medium complexity and manageable size and to write it down. • can use artificial intelligence as an auxiliary tool conscientiously and reflectively in the context of scientific work.		
Course contents	<u>Statistics & Empirical Research /ILV / LV-Nr: SES / 1.Semester / ECTS: 6</u>		

	Part A: Fundamentals of Scientific Work: • General rules of scientific work • Ethical aspects and plagiarism / Use of artificial intelligence in the research process Part B: Aspects and Techniques: • Identifying a research gap • Literature review (books, academic journals, digital library, internet) • Introduction to reference management software • Formulating research hypotheses and questions • Citation and citation styles • Objectification of research findings Part C: Content and Structure of a Scientific Work:
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Course contents	• Structure of a scientific work • Execution of problem statement & relevance • Presentation of the aim of the work • Construction of the table of contents • List of figures and tables • Compilation of source or reference lists • Other elements of a scientific work (Declaration of originality, Abstract, Appendix etc.) Part D: Statistics with Spreadsheet: • Building data and calculation tables for statistical evaluations (data entry, automatic data generation, formatting, data structures) • Application of basic arithmetic operations on statistical data (addition, subtraction, division, multiplication, powers, etc.) • Use of selected special functions (e.g., financial mathematical or statistical functions) Part E: Fundamentals of Statistics • Introduction to descriptive statistics (graphical representation of data and distributions, calculations of statistical measures of central tendency and dispersion, test for normal distribution of data) and data interpretation • Introduction to inferential statistics (difference tests for nominal, ordinal, and cardinal scaled data) • Introduction to correlation and factor analysis Part F: Construction of a dataset and variable declaration: • Structure and organization of a dataset for statistical analyses using software • Determination and development of variables (dependent, independent, dummy, interaction) and scaling (nominal, ordinal, interval, cardinal) • Application of basic statistical methods using datasets The deepening of (theoretical) content is carried out through practical examples including software support. <u>Advanced Scientific Work /ILV / LV-Nr: VWA / 4.Semester / ECTS: 4</u> Part A: Research techniques for writing a literature review: • Determining key words and researching appropriate journal articles. • Techniques for screening scholarly articles and elaborating on key findings • Developing a literature review matrix to systematically record researched journal articles • Excursus I: Proper citation of journal articles and inclusion in the bibliography (APA style, Harvard style, etc.) • Excursus II: Use of artificial intelligence for linguistic optimization, summarization of texts, presentation of data, etc. Part B: Limitations and approaches for further research • Recognition of possible limitations of a scientific paper (sample size, structure of interviewees, proof of expert status, implementation of pre-test incl. pre-test sheet and confirmations etc.) • Identifying approaches for further research (reason and purpose of approaches for further research, recognition of possible approaches, formulation of approaches) Part C: Discussion of selected best and worst practice cases: • Preparation of a scientifically oriented handout • Preparation of a scientifically oriented presentation • Preparation of a scientifically oriented literature review
Teaching and learning methods	<u>Statistics & Empirical Research /ILV / LV-Nr: SES / 1.Semester / ECTS: 6</u> The course is conducted in a blended-learning-format. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used. <u>Advanced Scientific Work /ILV / LV-Nr: VWA / 4.Semester / ECTS: 4</u> The course is conducted in a blended-learning-format. A combination of online phases (inductive method for the independent acquisition of knowledge and for the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is conveyed via frontal lectures) is used. Solution of case studies in the context of group work
Evaluation Methods Criteria	<u>Statistics & Empirical Research /ILV / LV-Nr: SES / 1.Semester / ECTS: 6</u> Exam Seminar paper <u>Advanced Scientific Work /ILV / LV-Nr: VWA / 4.Semester / ECTS: 4</u> Exam Seminar paper

Module number:	Marketing & Market Analysis	Scope:	
M6		10	ECTS
Degree program	University of Applied Sciences Bachelor's Program Leadership & Business Management full-time		
Position in the curriculum	2. Semester		
	3. Semester		
Level	2. Semester: Bachelor / 3. Semester: Bachelor		
Previous knowledge	2. Semester: None / 3. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Digital Marketing & Content Creation (E) /ILV / LV-Nr: DMC / 3.Semester / ECTS: 6</u> • Berens, A., & Bolk, C. (2023). Content Creation mit KI: Das neue Buch zu ChatGPT, DALL-E, DeepL Write und Co. Einsatz im Marketing, Redaktion, Content-Erstellung, Recherche und mehr. Bonn: Rheinwerk Verlag. • Beilharz, F. (2021). Crashkurs Digitales Marketing: Social. Local. Mobile.. Freiburg: Haufe-Lexware. • Kingsnorth, S. (2022). Digital marketing strategy: An integrated approach to online marketing. London, UK: Kogan Page. • Kirf, B., Eicke, K.-N., & Schömburg, S. (2020). Unternehmenskommunikation im Zeitalter der digitalen Transformation: Wie Unternehmen interne und externe Stakeholder heute und in Zukunft erreichen. Wiesbaden: Springer Verlag. • Löffler, M., & van Tübbbergen, C. (2023). Content 360 Grad: Das Praxishandbuch für Content-Strategie und Content-Marketing – für alle Content-Disziplinen von Text bis Podcast. Bonn: Rheinwerk Verlag. • Salzer, E., Johannsen, K., & Reinhold, T. (2023). Erfolgsfaktor Unternehmenskommunikation: Alles, was Entscheider wissen müssen. Wiesbaden: Springer Verlag.		
	<u>Market Analysis & Brand Management (E) /ILV / LV-Nr: MBM / 2.Semester / ECTS: 4</u> • Hague, P. (2022). Market research in practice: An introduction to gaining greater market insight. London, UK: Kogan Page. • Keller, K. L., & Swaminathan, V. (2020). Strategic brand management: Building, measuring, and managing brand equity. Harlow, UK: Pearson. • Kilian, K. (2023). Marke machen!: Wie erfolgreiches Marken-Management funktioniert. Expertenwissen rund um Brand Building, Purpose und mehr. Bonn: Rheinwerk Verlag. • Sarstedt, M., & Mooi, E. (2019). A concise guide to market research: The process, data, and methods using IBM SPSS statistics. Berlin: Springer Verlag.		
Acquisition of skills	<u>Digital Marketing & Content Creation (E) /ILV / LV-Nr: DMC / 3.Semester / ECTS: 6</u> The students • know the modern methods of e-marketing and social media marketing. • know the context of online marketing strategies. • can apply the concept of 4P, 5P and/or 7P to e-Marketing. • know the necessary organizational requirements for successful e-Marketing. • can independently develop and evaluate e-marketing strategies. • know the fundamentals of corporate communication. • know the most important theoretical approaches as well as the instruments for strategic planning and optimization of corporate communication. • can identify and apply communication-related measures for crisis prevention and crisis management. • understand how digitalization influences and transforms corporate communication. • know which digital media can be used for corporate communication. • know what content creation means and can distinguish the term from that of a content manager. • can create texts, blog articles, and posts for distribution via social media. • can produce videos and photos suitable for use on social media. • know how to plan and manage social media profiles.		
	<u>Market Analysis & Brand Management (E) /ILV / LV-Nr: MBM / 2.Semester / ECTS: 4</u> The students • know different qualitative and quantitative methods of market research. • can develop market research concepts and apply the necessary instruments for implementation. • know qualitative and quantitative methods of analysis. • can prepare a final report on a market research project. • know the basic strategies and instruments of brand building and brand management. • know the psychological and emotional background of brands. • know the approaches to monetary measurement of brand equity. • can independently develop strategies for brand building and evaluate concepts for brand management.		
Course contents	<u>Digital Marketing & Content Creation (E) /ILV / LV-Nr: DMC / 3.Semester / ECTS: 6</u>		

	Part A: Digital Marketing • Background knowledge on e-commerce (customer expectations and requirements; social, legal & ethical issues). • Online and social media marketing strategies • Online and social media goals • Digital marketing tactics (search engine optimization [SEO], content marketing, inbound marketing, social media marketing, pay-per-click, affiliate marketing, native advertising, email marketing, online PR) • e-Marketing mix and extension of the 4P in the online context • Organizational requirements for digital and online marketing • Monitoring, measurement, online reputation management & public relations Part B: Corporate Communication • Corporate strategies (offensive and defensive strategies, including digitalization)
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Course contents	• Development strategies (cooperation strategies, coopetition, internationalization strategies) • Functional strategies (procurement, production, marketing, human resources, finance, and R&D strategies) • Content-related steps of the strategic management process; strategic analysis. Part C: Content Creation • Definition of content creation and distinction from content management • Creation of texts, blog articles, and posts for social media • Creation of visual and audio content (videos, photos, podcasts, graphics, etc.) • Planning and management of social media profiles <u>Market Analysis & Brand Management (E) /ILV / LV-Nr: MBM / 2.Semester / ECTS: 4</u> Part A: Fundamentals of market research • Definition and goals of market research and differentiation from opinion research • Phases of market research • Methods of market research (secondary market research, primary market research) • Process steps within a market research project Part B: Methods & procedures of market research • Market research methods (structural analyses, measurement of use and distribution, demand and consumption analyses, image analyses, measurement of attitudes, intentions and behavioral parameters) • Analysis methods (univariate methods [frequency counts, frequency distribution], bivariate methods [cross tables, correlation, simple regression analysis]) • Market research methods (survey and analysis of demographics, social structures, purchasing power, education, family structures; surveys; image analyses; focus groups; biometric test and measurement methods; experimental product tests; behavioral observations and analyses) Part C: Fundamentals of Brand Management • Definition of the term brand • The concept of brand equity (brand value, reputation vs. brand equity) • Measuring brand equity (measuring brand equity, brand awareness, brand association, qualitative and quantitative approaches, brand tracking, brand authenticity) Part D: Brand Management & Development. • The 8 stages of brand development • Brand positioning • Brand name, brand logo and brand elements • Brand experience and brand strategies • The 5 stages of brand extension • Co-branding • The 3 perspectives of brand innovation
Teaching and learning methods	<u>Digital Marketing & Content Creation (E) /ILV / LV-Nr: DMC / 3.Semester / ECTS: 6</u> The course is conducted in a blended-learning-format. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used. <u>Market Analysis & Brand Management (E) /ILV / LV-Nr: MBM / 2.Semester / ECTS: 4</u> The course is conducted in a blended-learning-format. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.
Evaluation Methods Criteria	<u>Digital Marketing & Content Creation (E) /ILV / LV-Nr: DMC / 3.Semester / ECTS: 6</u> Exam Presentation <u>Market Analysis & Brand Management (E) /ILV / LV-Nr: MBM / 2.Semester / ECTS: 4</u> Exam Seminar paper

Module number:	Financial Management & Management Accounting	Scope:	
M7		10	ECTS
Degree program	University of Applied Sciences Bachelor's Program Leadership & Business Management full-time		
Position in the curriculum	2. Semester		
	4. Semester		
Level	2. Semester: Bachelor / 4. Semester: Bachelor		
Previous knowledge	2. Semester: None / 4. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Investment, Financing & Financial Statement Analysis /ILV / LV-Nr: IFJ / 2.Semester / ECTS: 6</u> • Becker, H. P., & Peppmeier, A. (2022). Investition und Finanzierung: Grundlagen der betrieblichen Finanzwirtschaft. Wiesbaden: Springer Verlag. • Bitzyk, P., & Steckel, R. (2023). Der Jahresabschluss - Einzelabschluss nach dem UGB. Wien: LexisNexis ARC ORAC. • Egger, A., Bertl, R., & Hirschler, K. (2022): Der Jahresabschluss nach dem Unternehmensgesetzbuch, Band 1: Der Einzelabschluss. Erstellung, Prüfung, Veröffentlichung. Wien: Linde Verlag. • Flotho, S. (2021). Wirtschaftsmathematik: Einfach und verständlich. Wiesbaden: Springer Verlag. • Guserl, R., Pernsteiner, H., & Brunner-Kirchmair, T. M. (2022). Finanzmanagement: Grundlagen - Konzepte - Umsetzung. Wiesbaden: Springer Verlag. • Heitmann, D., Skill, T., & Weiß, C. (2022). Finanzmathematik: Eine Einführung für Mathematik, Wirtschaftswissenschaften und Praxis. Berlin-Heidelberg: Springer Verlag. • Poggensee, K (2022). Investitionsrechnung: Grundlagen - Aufgaben - Lösungen. Wiesbaden: Springer Verlag.		
	<u>Cost Accounting & Management Accounting /ILV / LV-Nr: KCO / 4.Semester / ECTS: 4</u> • Fairhurst, D. S. (2019). Using Excel for business and financial modelling: A practical guide. Hoboken: John Wiley & Sons Ltd. • Friedl, G., Hofmann, C., & Pedell, B. (2022). Kostenrechnung: Eine entscheidungsorientierte Einführung. München: Verlag Franz Vahlen. • Haberstock, L., & Haberstock, P. (2022). Kostenrechnung / Kostenrechnung I: Einführung – mit Fragen, Aufgaben, Fallstudien und Lösungen. Berlin: Erich Schmidt Verlag. • Horvath, P, Gleich, R., & Seiter, M. (2020). Controlling. München: Verlag Franz Vahlen. • Hubert, B. (2019). Grundlagen des operativen und strategischen Controllings: Konzeptionen, Instrumente und ihre Anwendung. Wiesbaden: Springer Verlag. • Rees, M. (2023). The essentials of financial modeling in Excel: A concise guide to concepts and methods. Hoboken: John Wiley & Sons Ltd. • Weber, J., & Schäffer, U. (2022). Einführung in das Controlling. Stuttgart: Schäffer-Poeschel Verlag.		
Acquisition of skills	<u>Investment, Financing & Financial Statement Analysis /ILV / LV-Nr: IFJ / 2.Semester / ECTS: 6</u>		

	The students • can graphically represent and interpret linear and special functions. • can transform mathematical formulas. • can calculate simple interest and compound interest. • understand the concepts of net present value and present value. • can calculate annuities of long-term financing and create an amortization schedule. • understand the relationship between balance sheet, profit and liquidity. • know the basic concepts and fundamentals of financial planning. • can calculate cash flows and interpret cash flow statements. • can apply static and dynamic investment calculation methods. • know the financing forms at a glance and their advantages and disadvantages. • are able to assess the effects of financing decisions on business objectives. • are able to assess essential forms of financing. • know the statutory components of the annual financial statements under the Austrian UGB and the German HGB. • know and understand the principles of proper accounting (GAAP). • know and understand the system of accounting with regard to recognition and measurement, and can apply selected mandatory, prohibited, and optional accounting treatments. • are able to apply selected regulations on balance sheet structure and presentation. • know the types of profit and loss statements. • know the elements of the extended annual financial statements (notes and management report), as well as the fundamentals of disclosure and audit requirements. • know the fundamentals of financial statement analysis and can determine and interpret selected financial ratios.
	<u>Cost Accounting & Management Accounting /ILV / LV-Nr: KCO / 4.Semester / ECTS: 4</u> Part Cost Accounting: ----- • know the areas of responsibility and solution approaches of cost and revenue accounting, including its subsystems (cost type, cost center, and cost unit accounting). • know essential business performance indicators and the corresponding calculation variables. • can understand, differentiate, and reconcile the terms cash inflows – cash outflows, income – expenses, revenue – expenditure, and output – costs (reconciliation bridge). • know the differentiation and calculation of the most important cost types. • can discuss and present the tasks and components of cost center accounting. • can prepare and interpret a (simple) operating cost statement. • know the tasks and types of cost unit accounting. • can apply various calculation methods. • can calculate simple projects and personnel hourly rates. • can distinguish full costing from variable (direct) costing.

Acquisition of skills	• understand the principle of contribution margin accounting and can apply single- and multi-level contribution margin analysis. Part Management Accounting: • understand management accounting as a management concept and can explain the management process as well as the tasks of managers and controllers. • can explain the central corporate objectives and the area of tension between financial and non-financial goals. • know the requirements for goal setting and can formulate goals independently. • can explain the basics of strategic and operational management accounting and distinguish between the two. • can explain and apply the informational value and interrelationships of the individual components of integrated planning and budgeting. • understand the budgeting process and can create simple budgets themselves. • know basic operational management accounting instruments and can apply them. • know the fundamentals of corporate management using key figures and key performance indicator systems. • can calculate and interpret selected key figures. • can explain and apply the Balanced Scorecard. • understand the principle of management reporting and can interpret reports.
Course contents	<u>Investment, Financing & Financial Statement Analysis /ILV / LV-Nr: IFJ / 2.Semester / ECTS: 6</u> Part A: Business Mathematics • Figures or functions with one or more variables • Transforming and solving formulas and equations • Formulation of linear equations incl. graphical representation • Special mathematical functions (exponential function, logarithm etc.) • Introduction to interest calculations (simple interest, compound interest, compounding and discounting, annuity, amortization schedule) • Introduction to the concept of net present value and the net present value method Part B: Financing • Fundamentals and forms of financing at a glance • External financing instruments • Instruments of internal financing • Special features of start-up financing • Forms of financing under consideration of the company life cycle Part C: Fundamentals of financial and liquidity management • Investment & financing from the point of view of the annual financial statements and liquidity • Fundamentals of financial planning • Cash flow and cash flow statement Part D: Investment • Basic problems with investment decisions • Overview of investment calculation procedures • Cost/profit-oriented (static) investment calculations • Cash flow-oriented (dynamic) investment calculations • Qualitative investment evaluation - benefit analysis Part E: Preparation of the Balance Sheet and the Profit and Loss Statement • Legal foundations and structure of the annual financial statements under commercial law • Generally Accepted Accounting Principles • Recognition of assets (criteria for capitalization, recognition of liabilities, mandatory and optional recognition) • Valuation of assets (cost of acquisition and production, going-concern value, depreciation, accruals/deferrals, inventory valuation methods) • Tax reconciliation (add-backs and deductions) and the distinction between commercial and tax accounting regulations Part F: Fundamentals of Annual Financial Statement Analysis • Preparation of data for balance-sheet analysis (fixed assets, current assets, gross profit, long-term and short-term liabilities, etc.) • Preparation of a funds flow statement (movement analysis) • Profitability ratios (return ratios, employee-related ratios, cost and revenue ratios) • Liquidity, financing, and investment ratios (investment rate & degree of self-financing, investment coverage & intensity, asset structure, capital structure) • Ratio comparisons (period comparison, inter-company comparison, target-actual comparison) • Calculation of selected examples using software tools <u>Cost Accounting & Management Accounting /ILV / LV-Nr: KCO / 4.Semester / ECTS: 4</u>

	Part A: Spreadsheet basics • Workbooks and spreadsheets • Cells and cell ranges • Variables and data types • Basic commands (sums, statistical functions, if-then function, S and W reference, etc.) • Basic applications (creating tables and charts, importing and exporting data, pivot tables, etc.) Part B: Fundamentals of Cost and Revenue Accounting • Tasks, components, sub-areas, and systematization of accounting • Contribution of (internal) accounting to corporate management • Basic concepts of cost and revenue accounting • Cost accounting systems Part C: Cost Type Accounting • Tasks and principles; criteria for classifying cost types • Recording the most important cost types: materials, personnel, taxes, etc.
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Course contents	• Importance of imputed costs; converting expenses into costs using the cost reconciliation statement (BÜB) Part D: Cost Center Accounting • Tasks and principles • Criteria for classifying cost centers (main and auxiliary cost centers) • Operating cost allocation sheet (BAB) • Allocation of overhead costs to cost centers • Internal cost allocation • Calculation of manufacturing costs and total costs • Determination of overhead rates Part E: Cost Unit Accounting and Calculation • Tasks and content • Calculation stages and methods Part F: Contribution Margin Accounting • Full costing versus variable costing • Fundamentals of contribution margin accounting • Single- and multi-level contribution margin analysis • Important forms of variable costing • Determination of the break-even point and margin of safety Part G: Management concept controlling • Companies and their goals • Controlling as the basis for successful business management • Strategic and operational controlling • Integrated budgeting system Part H: Efficient corporate planning and budgeting • Corporate planning as a core element of controlling • Strategic planning • Operational annual planning & budgeting • Medium-term planning as a link between strategy and budget • Modern planning concepts Part I: Performance measurement and management reporting • Corporate control with key figures and key figure systems • The concept of the balanced scorecard • Operational budget control and forecasting • Management reporting • Measures to improve financial performance
Teaching and learning methods	<u>Investment, Financing & Financial Statement Analysis /ILV / LV-Nr: IFJ / 2.Semester / ECTS: 6</u> The course is conducted in a blended-learning-format. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used. <u>Cost Accounting & Management Accounting /ILV / LV-Nr: KCO / 4.Semester / ECTS: 4</u> The course is conducted in a blended-learning-format. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.
Evaluation Methods Criteria	<u>Investment, Financing & Financial Statement Analysis /ILV / LV-Nr: IFJ / 2.Semester / ECTS: 6</u> Exam <u>Cost Accounting & Management Accounting /ILV / LV-Nr: KCO / 4.Semester / ECTS: 4</u> Exam

Module number:	Leadership & Organization	Scope:	
M8		20	ECTS
Degree program	University of Applied Sciences Bachelor's Program Leadership & Business Management full-time		
Position in the curriculum	3. Semester		
	4. Semester		
Level	3. Semester: k.A. / 3. Semester: none / 4. Semester: Bachelor		
Previous knowledge	3. Semester: None / 4. Semester: None / 4. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>International & Cross Cultural Management (E) /ILV / LV-Nr: CCM / 4.Semester / ECTS: 3</u> • Caligiuri, P. (2021). Build your cultural agility: The nine competencies of successful global professionals. London, UK: Kogan Page. • Holtbrügge, D. (2022). Intercultural management: Concepts, practice, critical reflection. London, UK: SAGE Publications. • Kowalski, S. (2023). Sensitivity training: Developing the basis for effective intercultural communication. Moosburg: econcise. • Thomas, D. C., & Inkson, K. (2022). Cross-cultural management: An introduction. Thousand Oaks, CA: SAGE Publications		
	<u>Risk management: Fundamentals /ILV / LV-Nr: HRM / 4.Semester / ECTS: 4</u> • Bratton, J., & Gold, J. (2022). Human resource management: A critical approach. London, UK: Bloomsbury Academic. • Dessler, G. (2023). Human resource management. Essex, UK: Pearson Education Limited. • Lippold, D. (2021). Personalführung im digitalen Wandel: Von den klassischen Führungsansätzen zu den New-Work-Konzepten. Berlin/Boston: Walter De Gruyter GmbH. • Trost, A. (2020). Human resources strategies: Balancing stability and agility in times of digitization. Cham: Springer Verlag. • Wilton, N. (2022). An introduction to human resource management. London, UK: SAGE Publications.		
	<u>Knowledge Management & Artificial Intelligence (E) /ILV / LV-Nr: KAI / 3.Semester / ECTS: 6</u> • Deckert, R., & Meyer, E. (2020). Digitalisierung und Künstliche Intelligenz: Kooperation von Menschen und Maschinen aktiv gestalten. Wiesbaden: Springer Verlag. • Ertel, W. (2021). Grundkurs Künstliche Intelligenz: Eine praxisorientierte Einführung. Wiesbaden: Springer Verlag. • Hovdar-Stojakovic, I., Steinbacher, H.-P., Situm, M., & Märk, S. (2023). Innovatives Lehren und Lernen mit Blended Learning: Bausteine, Strukturen und Umsetzung in der Organisation. Wiesbaden: Springer Verlag. • Lehner, F. (2021). Wissensmanagement: Grundlagen, Methoden und technische Unterstützung. München: Carl Hanser Verlag. • Massingham, P. (2020). Knowledge management: Theory and practice. London, UK: SAGE Publications. • North, K. (2021). Wissensorientierte Unternehmensführung: Wissensmanagement im digitalen Wandel. Wiesbaden: Springer Verlag. • Rhem, A. J. (2022). Knowledge management in practice. Boca Raton, FL: CRC Press.		
	<u>Leadership & Change Management (E) /ILV / LV-Nr: LCM / 4.Semester / ECTS: 3</u> • Groth, A. (2023). Führungstark im Wandel: Change Leadership für das mittlere Management. Frankfurt/New York: Campus Verlag. • Owen, J. (2023). Myths of leadership: Dispel the misconceptions and become an inspirational leader . London, UK: Kogan Page Limited. • Pröbstl, H. (2023). Crashkurs Change Management: Transformation erfolgreich gestalten. Freiburg: Haufe Verlag. • Vahs, D., & Weiland, A. (2022). Workbook Change Management: Methoden und Techniken. Stuttgart: Schäffer-Poeschel.		
	<u>Psychology in Leadership (E) /ILV / LV-Nr: PFK / 3.Semester / ECTS: 4</u> • Haslam, A. S., Reicher, S. D., & Platow, M. J. (2020). The new psychology of leadership: Identity, influence and power. Abingdon, OX: Routledge. • McKenna, E. (2020). Psychology and organizational behaviour. Abingdon, OX: Routledge. • Schütz, A., Köppe, C., & Andresen, M. (2020). Was Führungskräfte über Psychologie wissen sollten: Theorie und Praxis für den Umgang mit Mitarbeitenden. Bern: Hogrefe Verlag. • Sczygiel, C. (2021). Psychologie und Leadership: Direkt anwendbares Wissen für die Führungs- und Personalarbeit. Freiburg: Haufe-Lexware GmbH & Co. KG.		
Acquisition of skills	<u>International & Cross Cultural Management (E) /ILV / LV-Nr: CCM / 4.Semester / ECTS: 3</u>		

	The students know the basic strategies and processes of internationalization of companies. The students • Know essential context characteristics of management and leadership activities. • Know the context of intercultural cooperation. • Can assess and evaluate strategic decisions on internationalization.
	<u>Risk management: Fundamentals /ILV / LV-Nr: HRM / 4.Semester / ECTS: 4</u> The students • know the tasks, methods and processes in the functional and resource area of HR management. • understand the essential problems and solution approaches of human resource management and leadership. • know the most important task fields, concepts and instruments of a modern HR management and are able to design the management-relevant task fields. • are familiar with the most important organizational and operational concepts of the and understand the connection between personnel and organizational development.

Acquisition of skills	• know the possibilities of digitalization in HRM. • know the basic contents of New Work and understand its significance for future HR management.
	<u>Knowledge Management & Artificial Intelligence (E) /ILV / LV-Nr: KAI / 3.Semester / ECTS: 6</u> The students • know alternative methods and concepts of how knowledge can be generated from information and how knowledge can be converted into sustainable competitive advantages in order to make business successes or failures measurable. • can apply the basics of identifying and measuring knowledge in the context of intellectual capital reporting. • understand the basic knowledge management processes and can apply tools and instruments for knowledge work. • know how digitization can be used to build a knowledge management system in the company. • know the connection between digitalization and artificial intelligence. • know the challenges and possible applications for Artificial Intelligence in business management. • know how artificial intelligence can be used in knowledge management.
	<u>Leadership & Change Management (E) /ILV / LV-Nr: LCM / 4.Semester / ECTS: 3</u> The students • Know the modern management theories and concepts. • Can analyze and evaluate strategic issues in various business cycle phases. • Can critically reflect questions of ethics and sustainability in normative leadership. • Know the essential strategic and operative measures for the analysis and implementation of entrepreneurial change processes. • Are able to critically reflect on corporate business processes, evaluate change measures and implement and control change processes within the framework of the leadership approach. • Can apply selected instruments and techniques of change management. • Understand the impact of industry 4.0 and digitization on change projects.
Course contents	<u>Psychology in Leadership (E) /ILV / LV-Nr: PFK / 3.Semester / ECTS: 4</u> The students • know the essential interdisciplinary connections between economics and psychology. • know the most important problems and solution approaches of organizational psychology. • know the psychological factors influencing decision-making behavior in human resources and organizational contexts. • understand how people are judged in everyday life, how emotions can be dealt with in work situations, how employees can be motivated, what to look out for in group work and how work and leisure time can be sensibly arranged (work-life balance). • can recognize or identify talents in a company. • can set up a talent management system. • can apply selected instruments of talent management. • are familiar with the concept of the competency model and its relevance and significance in human resources management.
	<u>International & Cross Cultural Management (E) /ILV / LV-Nr: CCM / 4.Semester / ECTS: 3</u> • Forms of internationalization and globalization • Internationalization strategies • Problems and solutions of the international context dependency of small and medium-sized enterprises, especially in emerging markets • Special features of intercultural communication • Cultural Awareness • Management of international teams • Solving intercultural conflicts • Management in an intercultural context.
	<u>Risk management: Fundamentals /ILV / LV-Nr: HRM / 4.Semester / ECTS: 4</u>

	Part A: Personnel functions in the company: • Management and functional function • Tasks of the personnel department (personnel recruiting, personnel development, personnel maintenance)• Organization of the personnel department Part B: Personnel selection & recruiting • Requirement, ability and suitability profiles • Instruments of personnel selection (application documents, selection interviews, psychological tests, assessment centers, legal framework, digitalization in personnel recruiting) • Digitalization in personnel recruiting Part C: Personnel assessment & development • Purpose of personnel assessment • Approaches to personnel assessment (trait-oriented, activity-oriented & results-oriented approach) • Appraisal interview Part D: Employee Management • Motivation and motivation theories • Cognitive choice theories (valence, subjective probability, action motivation) • Self-regulation theories (management-by-approaches) • Need-tension theories (Maslow's pyramid, Richards & Greenlaw's motivation model, Herzberg's two-factor theory) • Maturity continuum according to Argyris • Job satisfaction and motivation • Motivating work design (job rotation, job enlargement, job enrichment) • Modern working world and digitalization incl. New Work
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Course contents	Part E: Remuneration • Basics of wage differentiation (wage rate differentiation, wage form differentiation, collective agreement) • Compensation and motivation/satisfaction
	<u>Knowledge Management & Artificial Intelligence (E) /ILV / LV-Nr: KAI / 3.Semester / ECTS: 6</u> Part A: Knowledge Management • Characteristics and features of knowledge societies • Definition of knowledge and knowledge management • Knowledge under consideration of the resource-based-view and knowledge-based-view • Knowledge as a core resource in competition • Knowledge generation, knowledge sharing, knowledge protection • Identification and measurement of knowledge, intellectual capital reports • Basics of the learning organization • Identification and structuring of company-relevant knowledge • Design of knowledge organizations - tools and processes • Tools and instruments for knowledge workers Part B: Artificial Intelligence • Definition of Artificial Intelligence and the connection to digitalization • Overview of the development of AI (neural networks, machine learning, deep learning) • Basic applications of AI in modern business management (e.g. automated learning, analysis of data sets, etc.) and especially in knowledge management (natural language processing, natural question answering, semantic preparation of content, human-machine interaction, etc.)
	<u>Leadership & Change Management (E) /ILV / LV-Nr: LCM / 4.Semester / ECTS: 3</u> Part A: Leadership • Definition and characteristics of leadership; Leadership vs. management; Leadership 4.0 • Overview of leadership theories; Historical genesis of leadership concepts; Systemic-integrative leadership approach • Methods: supervision; work efficiency; work effectiveness; open space; in-depth interviews • Leadership: performance; leadership success; leadership efficiency; leadership effectiveness • Environmental demands on leadership in terms of promoting performance • Implementation of leadership approaches in organizations will be discussed and reflected upon through case studies Part B: Change Management • Definition and relevance of change management • Change management in the context of Industry 4.0 and digitalization • Organizational learning • Change management approaches according to Lewin and Kotter • Typologies of actors in the change management process • Change managers and change leaders • Success and failure factors in change management
	<u>Psychology in Leadership (E) /ILV / LV-Nr: PFK / 3.Semester / ECTS: 4</u>

	Part A: Psychological basics • Teaching psychological explanations and interpretations in the areas of: Work and leisure (work-life balance), unemployment, psychology of motivation and incentive design. • Organizational psychological approaches and methods of team building and leadership • Personnel psychological approaches and methods of management decision behavior, employee leadership and behavior control • Empirical studies and findings in business, organizational and personnel psychology Part B: Competence & Talent Management • Definition of competence & talent management • Identification of talent (measurement of talent, measurement of performance, measurement of competencies, measurement of potential) • Core elements for designing a talent management system (attraction, development, retention, placement) • Framework for successful talent management Part C: Deepening in competence & talent management • Introduction of a talent management system • Finding talent (selection process, employer tuning) • Retaining talent (career paths, team development) • Developing and nurturing talent (coaching, mentoring, talent leadership, psychological testing) • Developing a competency & talent management strategy Part D: Instruments of competence & talent management • Competence model, competence catalog and competences (professional competence, methodological competence, social competence, personal competence) • Role catalog and role profiles • Competence diagnosis and appraisal interview • Competence development plan and maturity model • Target agreement and performance measurement • Talent and team analysis • Analysis of professional interests and assessment of cognitive abilities • 360-degree feedback and coaching • HR analytics
Teaching and learning methods	<u>International & Cross Cultural Management (E) /ILV / LV-Nr: CCM / 4.Semester / ECTS: 3</u> • The course is conducted with presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures). • In addition, the students will solve and present problems in group work, which will be discussed in the plenum. • Selected exercises will be carried out to consolidate the contents of the lecture.

Teaching and learning methods	<u>Risk management: Fundamentals /ILV / LV-Nr: HRM / 4.Semester / ECTS: 4</u> The course is conducted in a blended-learning-format. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.
	<u>Knowledge Management & Artificial Intelligence (E) /ILV / LV-Nr: KAI / 3.Semester / ECTS: 6</u> The course is conducted in a blended-learning-format. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.
	<u>Leadership & Change Management (E) /ILV / LV-Nr: LCM / 4.Semester / ECTS: 3</u> • The course is conducted with presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures). • In addition, the students will solve and present problems in group work, which will be discussed in the plenum. • Selected exercises will be carried out to consolidate the contents of the lecture.
	<u>Psychology in Leadership (E) /ILV / LV-Nr: PFK / 3.Semester / ECTS: 4</u> The course is conducted in a blended-learning-format. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.
Evaluation Methods Criteria	<u>International & Cross Cultural Management (E) /ILV / LV-Nr: CCM / 4.Semester / ECTS: 3</u> Presentation Homework
	<u>Risk management: Fundamentals /ILV / LV-Nr: HRM / 4.Semester / ECTS: 4</u> Exam Presentation
	<u>Knowledge Management & Artificial Intelligence (E) /ILV / LV-Nr: KAI / 3.Semester / ECTS: 6</u> Exam Seminar paper
	<u>Leadership & Change Management (E) /ILV / LV-Nr: LCM / 4.Semester / ECTS: 3</u> Presentation Homework
	<u>Psychology in Leadership (E) /ILV / LV-Nr: PFK / 3.Semester / ECTS: 4</u> Exam Seminar paper

Module number:	Corporate Development	Scope:	
M10		14	ECTS
Degree program	University of Applied Sciences Bachelor's Program Leadership & Business Management full-time		
Position in the curriculum	3. Semester		
	4. Semester		
Level	3. Semester: k.A. / 4. Semester: Bachelor		
Previous knowledge	3. Semester: None / 4. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Company Transfer & Succession /ILV / LV-Nr: FBM / 4.Semester / ECTS: 4</u> • Baus, K. (2023). Die Familienstrategie: Wie Familien ihr Unternehmen über Generationen sicher. Wiesbaden: Springer Verlag. • Cauffman, L. (2022). Developing and sustaining a successful family business: A solution-focues guide. Abingdon, OX: Routledge. • Märk, S., & Situm, M. (2018). Familienunternehmen und ihre Stakeholder: Problemstellung – Lösungsmodelle – Praktische Umsetzung. Berlin-Heidelberg: Springer Verlag. • Rüsen, T., Kleve, H., von Schlippe, A. (2021). Managing business family dynasties: Between family, organisation, and network. Berlin-Heidelberg: Springer Verlag. • Weishaupt, M. (2022). Erfolgreich trotz Familie: Wie Sie gravierende Fehler in Familienunternehmen vermeiden und Generationen überstehen. Kindle.		
	<u>Business Models: Analysis & Application /ILV / LV-Nr: GDB / 4.Semester / ECTS: 4</u> • Friedrichsen, M. (2024). Digitale Ökonomie und Transformation: Disruptive Geschäftsmodelle und neue Arbeitswelten im digitalen Business. Wiesbaden: Springer Verlag. • Hofmeister, C. (2022). Digital Business Modelling: Digitale Geschäftsmodelle verstehen, designen, bewerten. München: Carl Hanser Verlag. • Kollmann, T. (2022). Digital Business: Grundlagen von Geschäftsmodellen und –prozessen in der Digitalen Wirtschaft. Wiesbaden: Springer Verlag. • Ronteau, S., Muzellec, L., Saxena, D., & Trabucchi, D. (2023). Digital business models: The new value creation and capture mechanism of the 21st century. Berlin/Boston: Walter de Gruyter.		
	<u>Value Chain Management & Process Modelling /ILV / LV-Nr: WKP / 3.Semester / ECTS: 6</u> • Gadatsch, A. (2023). Grundkurs Geschäftsprozess-Management: Analyse, Modellierung, Optimierung und Controlling von Prozessen. Wiesbaden: Springer Verlag. • Glitsch, S. (2023). Geschäftsprozesse erkennen, verstehen und optimieren: Mit grafischem Prozessmodell. Stuttgart: Schäffer-Poeschel Verlag. • Hohmann, S. (2022). Logistik- und Supply Chain Management: Grundlagen, Theorien und quantitative Aufgaben. Wiesbaden: Springer Verlag. • Kamram, Q. (2021). Strategic value chain management: Models for competitive advantage. London, UK: Kogan Page. • Werner, H. (2020). Supply Chain Management: Grundlagen, Strategien, Instrumente und Controlling. Wiesbaden: Springer Verlag.		
Acquisition of skills	<u>Company Transfer & Succession /ILV / LV-Nr: FBM / 4.Semester / ECTS: 4</u> The students • know the definitions of a family business. • know the characteristics of family businesses. • understand the difference between family businesses and non-family businesses. • know relevant theoretical models to describe family businesses. • know the phases of the succession process, especially in family businesses. • understand the specific problems and solution approaches in the management and handover of family businesses. • know the legal, management-oriented and socio-psychological issues and problem-solving approaches. • are able to recognize the essential factors of successful succession processes in family businesses and to apply appropriate implementation concepts. • are able to implement the variants of the takeover and succession process, if necessary, in their own future takeover and succession planning.		
	<u>Business Models: Analysis & Application /ILV / LV-Nr: GDB / 4.Semester / ECTS: 4</u> The students • Understand and apply the methods of business model innovation (metamodel, process model, techniques and results). • Are able to analyze a (digital) business model and develop/implement their own business models. • Are able to reflect on the results independently.		
	<u>Value Chain Management & Process Modelling /ILV / LV-Nr: WKP / 3.Semester / ECTS: 6</u>		

	The students • know the basic procedures and methods of the resource management process in the areas of procurement, production and logistics. • know the procedures for structuring and optimizing the supply chain. • know the individual processes in procurement, production, warehousing and logistics. • understand the importance of supply chain management for business success. • can calculate and interpret relevant key figures from supply chain management and evaluate their results. • understand the influence and possibilities of Industry 4.0 and digitalization on supply chain management. • know essential enterprise resource planning systems.
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Acquisition of skills	• know the basics of integrated standard business software. • are able to assess the selection, introduction and adaptation of ERP systems. • are able to assess and evaluate the use of alternative variants in the operational use of entrepreneurial reality. • are able to recognize and understand the relevance of Industry 4.0 and digitalization on information systems and business processes.
Course contents	<u>Company Transfer & Succession /ILV / LV-Nr: FBM / 4.Semester / ECTS: 4</u> Part A: Basics • Meaning and definition of family businesses • Strengths and weaknesses of family businesses / shareholder value vs. stewardship approach • Positioning and strategy; leadership behavior in family businesses • Selected practical examples and reflection Part B: Handover and takeover process • Dynamics of family businesses based on selected models (circle model, life cycle model, familiness construct, strategic management, bulls eye approach) • Role models in the context of company handovers & successions • Company succession as a potential crisis situation for the family business • Possible forms of business succession (external vs. internal) • Success and failure factors of a successful business handover or takeover
	<u>Business Models: Analysis & Application /ILV / LV-Nr: GDB / 4.Semester / ECTS: 4</u> Part A: Fundamentals of business modeling: • Characteristics, elements and levels of business models • Working with current business model concepts: Business Model Canvas • Value Proposition Design • Business Model Navigator, Business Model Kit, Lean Startup, Design Thinking, Sprint, "AndersArtigkeit" etc. Part B: Analysis and development of business models: • Development and evaluation of business ideas (trend research, future industries, etc.) • Procedure for business model innovation • Special features of business model development: e.g. digital business modeling, high-tech start-ups, web-based business models, service-based business models; Part C: Examples of innovative business models Examples from the business-to-consumer sector; examples from the business-to-business sector. Examples for small and medium-sized enterprises
	<u>Value Chain Management & Process Modelling /ILV / LV-Nr: WKP / 3.Semester / ECTS: 6</u> Part A.) Basics: • Definition and historical development of supply chain management • Differentiation of supply chain management from related concepts (e.g. value chain, logistics chain, customer relationship management, etc.) • Structuring, tasks and objectives of supply chain management • Motives for the development of supply chains (maverick buying, transaction costs, bullwhip effect, globalization) • Material flow analysis in supply chains • Design models of supply chain management Part B.) Strategies of Supply Chain Management • Vertical and horizontal cooperation strategies • Supply strategies (e.g. Efficient Consumer Response, CRM and Mass Customization, Postponement, Sourcing strategies, Procurement strategies, E-Supply Chains) • Strategies of disposal and recycling Part C.) Supply chain management tools: • Inventory reduction tools (e.g., decomposition of inventory, movement analysis, etc.). • Instruments for freight cost reduction, information gathering, quality assurance and IT support Part D.) Industry 4.0 & Digitalization in Supply Chain Management • Key technologies in supply chain management (e.g. advanced planning systems, cyber-physical systems, embedded systems, supply chain visibility etc.) • Smart supply chain Part E.) Controlling of the Supply Chain • Basics of cost tracking • Key figure management in the supply chain • Key figure typology of the supply chain Part F: Process Modeling: • Operational requirements in information management of operational and planning tasks • Overview of the structure and functional scope of typical ERP systems (company codes, business areas, processes) • Procedure for customizing an operational information system • Tool support and practical exercises on an ERP system.

Teaching and learning methods	<u>Company Transfer & Succession /ILV / LV-Nr: FBM / 4.Semester / ECTS: 4</u> The course is conducted in a blended-learning-format. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.
	<u>Business Models: Analysis & Application /ILV / LV-Nr: GDB / 4.Semester / ECTS: 4</u> The course is conducted in a blended-learning-format. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used.

Teaching and learning methods	<u>Value Chain Management & Process Modelling /ILV / LV-Nr: WKP / 3.Semester / ECTS: 6</u> The course is conducted in a blended-learning-format. A combination between online phases (inductive method for the independent acquisition of knowledge and the practice of tasks) and presence phases (deductive method, in which assistance is given in the learning process and knowledge is imparted via frontal lectures) is used. Selected case studies are worked on in groups, presented and discussed in plenary sessions.
Evaluation Methods Criteria	<u>Company Transfer & Succession /ILV / LV-Nr: FBM / 4.Semester / ECTS: 4</u> Exam Seminar paper
	<u>Business Models: Analysis & Application /ILV / LV-Nr: GDB / 4.Semester / ECTS: 4</u> Homework Presentation
	<u>Value Chain Management & Process Modelling /ILV / LV-Nr: WKP / 3.Semester / ECTS: 6</u> Exam Seminar paper

Module number:	Practical Phase	Scope:	
M9		28	ECTS
Degree program	University of Applied Sciences Bachelor's Program Leadership & Business Management full-time		
Position in the curriculum	3. Semester		
	4. Semester		
	6. Semester		
Level	3. Semester: k.A. / 4. Semester: Bachelor / 6. Semester: Bachelor		
Previous knowledge	3. Semester: None / 4. Semester: None / 6. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Internship /BPR / LV-Nr: BPR / 6.Semester / ECTS: 20</u> • Bloss, M. (2023). Mein Praktikum: Bewerben, einsteigen, aufsteigen. München: UVK Verlag. • Rütten, M., & Bierer, K. (2021). Future Talents: Personalgewinnung und Bindung von Praktikanten und Studierenden. Wiesbaden: Springer Verlag.		
	<u>Practical Project I: Entrepreneurship /PT / LV-Nr: PRA1 / 3.Semester / ECTS: 4</u> • Fueglistaller, U., Fust, A., Müller, C., Müller, S., & Zellweger, T. (2020). Entrepreneurship: Modelle – Umsetzung – Perspektiven Mit Fallbeispielen aus Deutschland, Österreich und der Schweiz. Wiesbaden: Springer Verlag. • Kreuser, K., & Robrecht, T. (2019). Professionelle Beratung: Menschen und Unternehmen kompetent begleiten. Unterföhring: SOKRATeam. • Lippold, D. (2022). Einführung in das Consulting: Strukturen – Trends – Geschäftsmodelle. Berlin/Boston: Walter de Gruyter GmbH. • Pfannstiel, M. A., & Dautovic, A. (2023). Transferinnovationen und Innovationstransfer zwischen Wissenschaft und Wirtschaft. Wiesbaden: Springer Verlag.		
	<u>Practical Project II: Business Management /PT / LV-Nr: PRA2 / 4.Semester / ECTS: 4</u> • Fueglistaller, U., Fust, A., Müller, C., Müller, S., & Zellweger, T. (2020). Entrepreneurship: Modelle – Umsetzung – Perspektiven Mit Fallbeispielen aus Deutschland, Österreich und der Schweiz. Wiesbaden: Springer Verlag. • Kreuser, K., & Robrecht, T. (2019). Professionelle Beratung: Menschen und Unternehmen kompetent begleiten. Unterföhring: SOKRATeam. • Lippold, D. (2022). Einführung in das Consulting: Strukturen – Trends – Geschäftsmodelle. Berlin/Boston: Walter de Gruyter GmbH. • Pfannstiel, M. A., & Dautovic, A. (2023). Transferinnovationen und Innovationstransfer zwischen Wissenschaft und Wirtschaft. Wiesbaden: Springer Verlag.		
Acquisition of skills	<u>Internship /BPR / LV-Nr: BPR / 6.Semester / ECTS: 20</u> The students • Solve operational problems by applying the knowledge acquired so far in their studies. • Understand how certain processes in companies are structured and interlinked. • Experience and understand how to work, communicate and act in teams.		
	<u>Practical Project I: Entrepreneurship /PT / LV-Nr: PRA1 / 3.Semester / ECTS: 4</u> In this course students learn the practical implementation of a start-up project on the basis of a real business plan or by developing a start-up concept. They are able to carry out a current case study in the field of entrepreneurship in cooperation with companies/entrepreneurs willing to start a business. The students independently develop problem-solving approaches and strategies for problems relevant to start-ups from business practice. The students acquire detailed knowledge of the possibilities of modelling, planning, controlling and implementing alternative business and decision models in the sense of application-oriented management instruments in management practice. This knowledge is acquired in the course of a practical project or in the context of cooperation with a real project partner from industry. The students • are able to carry out a project on the basis of professional project management. • understand the systematic, technically sound and on-schedule handling of projects. • know the specific roles within a project. • know the importance of project communication in all directions (conversations, documentation, descriptions, presentations) and know how to act accordingly. • have expertise to solve specific problems.		
	<u>Practical Project II: Business Management /PT / LV-Nr: PRA2 / 4.Semester / ECTS: 4</u>		

	In this course students learn the practical implementation of a start-up project on the basis of a real business plan or by developing a start-up concept. They are able to carry out a current case study in the field of entrepreneurship in cooperation with companies/entrepreneurs willing to start a business. The students independently develop problem-solving approaches and strategies for problems relevant to start-ups from business practice. The students acquire detailed knowledge of the possibilities of modelling, planning, controlling and implementing alternative business and decision models in the sense of application-oriented management instruments in management practice. This knowledge is acquired in the course of a practical project or in the context of cooperation with a real project partner from industry. The students • Are able to carry out a project on the basis of professional project management. • Understand the systematic, technically sound and on-schedule handling of projects. • Know the specific roles within a project.
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Acquisition of skills	• Know the importance of project communication in all directions (conversations, documentation, descriptions, presentations) and know how to act accordingly. • Have expertise to solve specific problems.
Course contents	<u>Internship /BPR / LV-Nr: BPR / 6.Semester / ECTS: 20</u> The teaching content depends on the activities the students do at the internship provider. The students choose an internship independently. They can draw on the extensive range of internships offered by the Kufstein Tirol University of Applied Sciences. The Director of Studies checks the professional correspondence of the internship activities with the contents of the course and the qualification profiles of the course of studies. Subsequently, the Director of Studies checks whether the internship corresponds to the training objectives of the program and whether the student can be employed according to his/her level of qualification. A detailed internship guide supports the students in organizing their internship semester.
	<u>Practical Project I: Entrepreneurship /PT / LV-Nr: PRA1 / 3.Semester / ECTS: 4</u> In this course, current and company-related case studies from the field of business start-ups, takeovers or successions are addressed in cooperation with, in particular, small and medium-sized enterprises or start-up companies. The students independently develop problem-solving approaches and strategies for problems relevant to management from business practice. Possible problem areas are: Analysis and conception of business models, preparation of business plans, processing of subtasks from the field of start-up management with special attention to a holistic-systematic reflection of the level of knowledge acquired up to then. The students contribute their acquired knowledge and compare it with observations and experiences in the context of the practical project. While students can deepen and improve their subject-specific competences, complementary competences such as social competence, risk management, budgeting competence and economically responsible decision-making competence are also solidified. Based on a client briefing (by the course instructor or external partners such as associations and companies), the students work on the presented projects independently, only guided by the course instructors if necessary: Planning, coordination, budgeting, control, evaluation and final reporting are in the hands of the students. The role of the course leader is focused on project coaching.
	<u>Practical Project II: Business Management /PT / LV-Nr: PRA2 / 4.Semester / ECTS: 4</u> In this course, current and company-related case studies from the field of business management are addressed in cooperation with, in particular, small and medium-sized enterprises. The students independently develop problem-solving approaches and strategies for problems relevant to management from business practice. Possible problem areas are: Financial and performance-related problems, human resources and organizational issues, with special attention to a holistic-systemic reflection of the level of knowledge acquired to date. The students contribute their acquired knowledge and compare it with observations and experiences in the context of the practical project. While students can deepen and improve their subject-specific competences, complementary competences such as social competence, risk management, budgeting competence and economically responsible decision-making competence are also solidified. Building on the experience gained in Practical Project I and on the further knowledge and skills acquired in specialist teaching events, the students have the opportunity to apply their acquired knowledge to real projects - above all, the competences in the area of project and quality management, as well as the subject-specific problem-solving competence, are to be consolidated and made applicable in this way. The students work on projects independently, only if necessary guided by the lecturer: Planning, coordination, budgeting, control, evaluation and final reporting are in the hands of the students. The role of the course leader is focused on project coaching.
Teaching and learning methods	<u>Internship /BPR / LV-Nr: BPR / 6.Semester / ECTS: 20</u> • Application of the contents from the courses of the first 5 semesters on the basis of practical problems with the internship provider • Coaching during implementation by internship supervisors in the company • Link to the Bachelor thesis in which a problem of the internship provider is dealt with using academic methods
	<u>Practical Project I: Entrepreneurship /PT / LV-Nr: PRA1 / 3.Semester / ECTS: 4</u> • Working on a real problem with a company using the instruments and techniques learned during the studies. • Accompaniment of the project by an experienced coach/project manager • Preparation of a final report which can be handed over to the company • Holding of a final presentation with the participation of the client
	<u>Practical Project II: Business Management /PT / LV-Nr: PRA2 / 4.Semester / ECTS: 4</u> • Working on a real problem with a company using the instruments and techniques learned during the studies. • Accompaniment of the project by an experienced coach/project manager • Preparation of a final report which can be handed over to the company • Holding of a final presentation with the participation of the client
Evaluation Methods Criteria	<u>Internship /BPR / LV-Nr: BPR / 6.Semester / ECTS: 20</u> Internship report

	<u>Practical Project I: Entrepreneurship /PT / LV-Nr: PRA1 / 3.Semester / ECTS: 4</u> Report Presentation
	<u>Practical Project II: Business Management /PT / LV-Nr: PRA2 / 4.Semester / ECTS: 4</u> Report Presentation

Module number:	Exchange semester	Scope:	
M11		30	ECTS
Degree program	University of Applied Sciences Bachelor's Program Leadership & Business Management full-time		
Position in the curriculum	5. Semester		
Level	5. Semester: Bachelor		
Previous knowledge	5. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Consolidation Area Studies & Languages /ILV / LV-Nr: ASL / 5.Semester / ECTS: 6</u> Depending on the thematic orientation of the respective university or technical college.		
	<u>Consolidation Business Management /ILV / LV-Nr: VBM / 5.Semester / ECTS: 16</u> Depending on the subject focus of the respective elective subjects.		
	<u>Consolidation Social Skills /ILV / LV-Nr: VSS / 5.Semester / ECTS: 8</u> Depending on the subject focus of the respective elective subjects.		
Acquisition of skills	<u>Consolidation Area Studies & Languages /ILV / LV-Nr: ASL / 5.Semester / ECTS: 6</u> The students are able to question intercultural specificities and make use of a foreign language.		
	<u>Consolidation Business Management /ILV / LV-Nr: VBM / 5.Semester / ECTS: 16</u> The students practice the acquisition of knowledge in a foreign language. They are able to understand subject-specific content in a culturally and socially foreign environment and to apply it to specific management problems in an international context.		
	<u>Consolidation Social Skills /ILV / LV-Nr: VSS / 5.Semester / ECTS: 8</u> The students are able to apply their presentation skills and social competence abroad. They can reflect on subject-specific content in a culturally and socially unfamiliar environment.		
Course contents	<u>Consolidation Area Studies & Languages /ILV / LV-Nr: ASL / 5.Semester / ECTS: 6</u> Consolidation Area Studies & Languages: Courses like US and East Asia, Anthropological Perspectives on Culture and Society.		
	<u>Consolidation Business Management /ILV / LV-Nr: VBM / 5.Semester / ECTS: 16</u> Consolidation Business Management: Courses from the following three areas: 1. Management (e.g. Strategic Management, Competitive Strategies, Management of Multinational Corporations, Organizational Theory, Corporate Behavior, Corporate Culture, Knowledge Management, Management of Innovations, Business Ethics, Corporate Governance, Managerial Decision Behavior, HRM, etc.) 2. Marketing (e.g. Advanced Marketing Management, Consumer Behavior, Customer Service Excellence, Global Marketing, etc.) 3. Accounting / Finance / Controlling (z.B. Financial Management, Portfolio Management, Options and Futures, International Finance, etc.)		
	<u>Consolidation Social Skills /ILV / LV-Nr: VSS / 5.Semester / ECTS: 8</u> English version will be available soon		
Teaching and learning methods	<u>Consolidation Area Studies & Languages /ILV / LV-Nr: ASL / 5.Semester / ECTS: 6</u> The teaching and learning methods are based on the curricula or specifications of the partner universities concerned.		
	<u>Consolidation Business Management /ILV / LV-Nr: VBM / 5.Semester / ECTS: 16</u> The teaching and learning methods are based on the curricula or specifications of the partner universities concerned.		
	<u>Consolidation Social Skills /ILV / LV-Nr: VSS / 5.Semester / ECTS: 8</u> The teaching and learning methods are based on the curricula or specifications of the partner universities concerned.		
Evaluation Methods Criteria	<u>Consolidation Area Studies & Languages /ILV / LV-Nr: ASL / 5.Semester / ECTS: 6</u> determined by the respective partner university		
	<u>Consolidation Business Management /ILV / LV-Nr: VBM / 5.Semester / ECTS: 16</u>		

	determined by the respective partner university
	<u>Consolidation Social Skills /ILV / LV-Nr: VSS / 5.Semester / ECTS: 8</u>
	determined by the respective partner university

Module number:	Final module	Scope:	
M12		10	ECTS
Degree program	University of Applied Sciences Bachelor's Program Leadership & Business Management full-time		
Position in the curriculum	6. Semester		
Level	6. Semester: Bachelor		
Previous knowledge	6. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Bachelorthesis /SE / LV-Nr: BAR / 6.Semester / ECTS: 6</u> • Bänisch, A., & Alewell, D. (2020). Wissenschaftliches Arbeiten. Berlin/Boston: Walter De Gruyter GmbH. • Heesen, B. (2021). Wissenschaftliches Arbeiten: Methodenwissen für Wirtschafts-, Ingenieur- und Sozialwissenschaftler. Berlin-Heidelberg: Springer Verlag. • Oehrich, M. (2022). Wissenschaftliches Arbeiten und Schreiben: Schritt für Schritt zur Bachelor- und Master-Thesis in den Wirtschaftswissenschaften. Wiesbaden: Springer Verlag. • Theisen, M. R., & Theisen, M. (2021). Wissenschaftliches Arbeiten: Erfolgreich bei Bachelor- und Masterarbeit. München: Verlag Franz Vahlen.		
	<u>Bachelor Thesis /SE / LV-Nr: BAS / 6.Semester / ECTS: 4</u> • Bänisch, A., & Alewell, D. (2020). Wissenschaftliches Arbeiten. Berlin/Boston: Walter De Gruyter GmbH. • Heesen, B. (2021). Wissenschaftliches Arbeiten: Methodenwissen für Wirtschafts-, Ingenieur- und Sozialwissenschaftler. Berlin-Heidelberg: Springer Verlag. • Oehrich, M. (2022). Wissenschaftliches Arbeiten und Schreiben: Schritt für Schritt zur Bachelor- und Master-Thesis in den Wirtschaftswissenschaften. Wiesbaden: Springer Verlag. • Theisen, M. R., & Theisen, M. (2021). Wissenschaftliches Arbeiten: Erfolgreich bei Bachelor- und Masterarbeit. München: Verlag Franz Vahlen.		
Acquisition of skills	<u>Bachelorthesis /SE / LV-Nr: BAR / 6.Semester / ECTS: 6</u> The students • independently work on a clearly defined research question in the field of business administration, applying scientific methods. • plan, structure, and carry out an academic project on their own responsibility while adhering to subject-specific, temporal, and formal requirements. • correctly apply appropriate qualitative, quantitative, or conceptual research methods and document their use in a transparent and comprehensible manner. • critically analyze, interpret, and discuss the obtained results within the context of current academic discourse and practical professional requirements. • produce a coherent academic paper that meets the formal, linguistic, and content-related standards of the degree program. • critically reflect on their own research process as well as on methodological, ethical, and content-related decisions in a reasoned manner.		
	<u>Bachelor Thesis /SE / LV-Nr: BAS / 6.Semester / ECTS: 4</u> The students: • formulate and structure a scientifically grounded research question. • research, analyze, and evaluate relevant academic and practice-oriented sources. • select and justify appropriate research methods and apply them to a defined problem. • interpret and discuss results with regard to academic insights and practical professional implications.		
Course contents	<u>Bachelorthesis /SE / LV-Nr: BAR / 6.Semester / ECTS: 6</u> As part of the course students independently prepare their Bachelor's thesis on a topic in business. They develop a clearly defined subject area, formulate a central research question, and address it based on relevant theoretical models and current academic literature. In doing so, they apply the subject-specific knowledge and methodological skills acquired during their studies to a specific problem in business and analyze it systematically. Students demonstrate their ability to construct academic arguments, to interpret findings in a reflective manner, and to critically discuss theoretical and practical implications. Furthermore, they plan and structure their work process independently and apply appropriate self-organization and time management strategies throughout the research process.		

	<u>Bachelor Thesis /SE / LV-Nr: BAS / 6.Semester / ECTS: 4</u> • Structure and Quality Criteria of Academic Theses: Review of key structural principles (introduction, theory, methodology, results, discussion), coherence of argumentation, logical flow, and academic writing style. • Reflection on the Current Work Status: Assessment of individual progress, typical challenges in the research process, and dealing with open questions and uncertainties. • Feedback Culture in an Academic Context: Criteria-based peer feedback, providing and receiving constructive feedback, and revising work based on feedback. • Scientific Presentation of Results: Structure of a research or conference presentation (research problem, theoretical background, methodology, results, implications), data visualization, and audience-appropriate communication. • Argumentation and Discussion at Research Level_ Theory-driven interpretation of findings, positioning within the existing body of research, critical reflection on limitations, and derivation of scientific and practical implications. • Responding to Questions from the Academic Community: Justifying methodological decisions, addressing critical comments, and responding to academic questions in a precise and structured manner.
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Teaching and learning methods	<u>Bachelorthesis /SE / LV-Nr: BAR / 6.Semester / ECTS: 6</u> Coaching in the implementation by bachelor thesis supervisors (physical and virtual meetings)
	<u>Bachelor Thesis /SE / LV-Nr: BAS / 6.Semester / ECTS: 4</u> • Coaching in the implementation by Bachelor thesis supervisors (meetings and virtual)
Evaluation Methods Criteria	<u>Bachelorthesis /SE / LV-Nr: BAR / 6.Semester / ECTS: 6</u> Bachelor's thesis
	<u>Bachelor Thesis /SE / LV-Nr: BAS / 6.Semester / ECTS: 4</u> Presentation

2.4 Internship

Students independently select an internship position. In doing so, they can draw on the extensive range of internship listings offered by Kufstein University of Applied Sciences in Tyrol. The program director verifies that the internship activities align with the program's curriculum and qualification profiles. Subsequently, the program administration assesses whether the professional internship aligns with the program's educational objectives and whether the student can be assigned tasks appropriate to his or her level of qualification. A detailed internship guide assists students with organizing their practical semester; the IRO and program administration are also available to students for questions and support.

Students must apply for the professional internship using a form (= job description). The form includes key information about the student and the internship supervisor, as well as the objectives and tasks/activities at the internship company. The internship is confirmed or approved by the signatures of the program administration and the internship supervisor.

The student must reflect on, document, and present the experiences and insights gained, as well as evaluate the internship site. Conversely, the internship supervisor must evaluate the student. The student must prepare an interim report, a final report, and a presentation, as well as complete an evaluation form. At the beginning of the internship, the student receives an internship guide listing the tasks to be completed. A key requirement is to compare the agreed-upon objectives with the actual outcomes. The documentation prepared by the student and the supervisor is evaluated by the program director. If the achievement of the objectives and alignment with the student's skill level are not ensured, the respective internship site will be excluded for future placements. A list of internship sites and the corresponding reports are available to subsequent students via the Moodle learning platform.

2.5 Semester abroad

Students in the full-time Bachelor's program in Leadership & Business Management complete a mandatory semester abroad at a partner university of Kufstein University of Applied Sciences, Tyrol, during their 5th semester. A total workload of 30 ECTS must be documented at the respective partner university. As part of their preparation for studying abroad, students are provided with a list of selected institutions that are particularly well-suited to the Leadership & Business Management program. The list of institutions is based on many years of experience. Care is taken to ensure that the courses taken abroad are relevant to the topics covered in the Leadership & Business Management program (particularly in the areas of management, marketing, and finance). This ensures that students gain in-depth knowledge in the relevant subjects, enabling them to develop the desired competencies. Studying abroad also helps develop intercultural and language skills, which are highly relevant in professional practice. In addition, students are expected to organize their stay abroad largely on their own (e.g., finding housing, registering at the partner university, obtaining the necessary documents for enrollment and travel to the respective country, etc.).

Further details on how the semester abroad contributes to the intended learning outcomes can be found in Chapter 2.6.3, "Classification within the National Qualifications Framework." Study places are allocated based on the order of the grade point average. First, the student with the lowest grade point average is assigned their first preference. Next, the student with the second-lowest grade point average is assigned their first preference, and so on. If a student's first preference cannot be granted (because it has already been taken by a student with a lower grade point average), the student is assigned their second preference. If that preference has also already been filled, the third preference is assigned. If that preference has also already been filled, the student moves on to a second allocation round.

3 ADMISSION REQUIREMENTS

Admission Requirements

Admission requirements at Kufstein University of Applied Sciences in Tyrol are governed by the following provisions:

1. The general admission requirements are governed by § 4 of the Higher Education Act (FHG), as amended; this applies to **individuals with a general university entrance qualification**.
2. **Individuals without a high school diploma** must take an **entrance qualification examination** in accordance with § 64a of the University Act (UG) of 2002, as amended. In accordance with a regulation issued by the rectorate of a university, these individuals obtain general university entrance qualifications for bachelor's degree programs within a specific field of study by passing the entrance qualification examination. Successful completion of the university entrance qualification examination thus entitles the student to admission to all degree programs within the field of study group for which the qualification was obtained.

The university entrance qualification exam may be taken for specific fields of study in accordance with a regulation issued by a university's rectorate; for Kufstein University of Applied Sciences in Tyrol, the relevant field of study is: Social and Economic Sciences (e.g., Business Administration, Business Education, Statistics, Sociology).

Applicants who have completed a 3-year **vocational secondary school program**, completed an **apprenticeship in the dual system**, or obtained a **subject-specific German Fachhochschulreife** qualify to study at Kufstein University of Applied Sciences, Tyrol, by passing supplementary exams in German, English, and mathematics. In the case of the German Fachhochschulreife, the supplementary exam must be taken only in those of the three subjects in which the grade on the transcript is "Unsatisfactory" or lower. All supplementary exams must be successfully completed before the start of the third semester.

3. For **individuals with relevant dual vocational training, completion of an apprenticeship** in one of the following fields, as specified in the current announcement by the Federal Ministry of Economy, Family, and Youth, is a prerequisite for admission:

- Office, Administration, Organization
- Retail
- Tourism & Hospitality
- Marketing & Sales

4. **Individuals who have graduated** from one of the following relevant **vocational secondary schools** with a program of at least three years may also be admitted:

- Hotel Management School, Tourism School, Hospitality School
- Business schools
- Technical schools for tourism professions
- Technical schools for business professions
- Business technical school
- Technical schools for agricultural and forestry professions
- Commercial schools

Newly emerging apprenticeship programs in similar fields must be recognized accordingly. The **individuals listed under sections 3 and 4** must pass **additional exams** as an admission requirement by the start of the third semester and, if necessary, complete the corresponding preparatory courses. This is possible at the International Business School of Kufstein University of Applied Sciences in Tyrol. The following additional exams are required for this group:

- German
- English
- Mathematics

Below is an overview of which German FOS/BOS specializations qualify as relevant entry requirements. In these cases, additional exams in mathematics, German, and English must be taken within the first semester (if a "Mangelhafter" or a lower grade was received in these subjects).

	STG LBM ft
FOS	
- Technology	X
- Business & Administration	X
- Social Services	X
- Agriculture, Biotechnology, and Environmental Technology	X
- Design	X
- Health	X
- International Economics	X
BOS	
- Technology	X
- Business & Administration	X
- Social Services	X
- Agriculture, Biotechnology, and Environmental Technology	X
- Health	X
- International Economics	X
For internships in relevant fields (marketing, business, administration), other fields of study may also be accepted (upon consultation with the program director).	X