

Study regulations of the
Bachelor's course

Marketing & Communication Management

To obtain the academic degree

Bachelor of Arts In Business
abbreviated BA

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

Organizational form: full-time & part-time

Duration: 6 semesters

Scope: 180 ECTS

Places for beginners per academic year: 33 full-time
27 part-time

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 Marketing & Communication Management program have access to **career opportunities** in a wide variety of industries, such as retail, the leisure industry, consumer and industrial goods manufacturing, consulting, banking and insurance, the public sector, and transportation and logistics — all within the fields of marketing and communication. The following are examples of potential career paths and areas of responsibility:

Career Fields

- Corporate Communications
- Market Research
- Marketing, Advertising
- Public Relations (PR)
- Communications & Media Consulting
- Communication Services
- Destination Management & Marketing
- Management & Organization

Areas of Responsibility

- Planning, Implementation, and Monitoring of Marketing Activities
- Public Relations
- Campaign & Media Planning
- Design of cross-media campaigns
- Target Audience Analysis & CRM Tasks
- Online marketing (including social media marketing)

Key characteristics of these professional fields include:

- A focus on **marketing-related activities** that require an understanding of business administration and the social sciences, as well as knowledge of content creation.
- The **flexible scope of practice** in which graduates can apply their skills. These can be applied in freelance work as well as within a corporate structure, up to the executive level.

A clear industry-specific classification of these fields of activity is becoming increasingly difficult due to socio-technological change toward a technology-driven media society. Marketing, advertising, communication, and public relations are gaining importance across all industries and are of central importance to institutions and companies in nearly all economic sectors, but especially in the service sector.

The core industries in which graduates of this program are employed include, in particular:

- | | |
|---|--|
| • Media industry, advertising, and market communication | • Education, Higher Education Sector |
| • Market research and consulting | • Information and Communication Technology |
| • Creative industries | • Industry and Manufacturing manufacturing |
| • Leisure, cultural, and sports organizations | • Agency work, e.g., online marketing |
| • Tourism and hospitality | |
| • Retail & Service Industry | |

In addition to these sectors, the job market offers numerous other opportunities for graduates of the Bachelor's program in Marketing & Communication Management.

Since an increasing number of SMEs now maintain in-house marketing or communications departments — and are primarily seeking graduates with expertise in this field combined with project and team leadership experience — there are numerous opportunities for Bachelor's graduates even in western Austria, which is characterized by a more fragmented economic structure. The growing importance of internal and external corporate communications — both in traditional and digital media — across all

industries means that trained marketers can enter a wide variety of **institutions and company types** upon completing their studies: Large corporations — such as manufacturing companies like Daimler Chrysler, service companies like Google, and retail companies like H&M —, as well as regional SMEs, NGOs, agencies, and advocacy groups, are all seeking qualified graduates.

The Bachelor's program in Marketing & Communication Management prepares graduates to work in **the following positions** and roles, among others:

- Marketing Manager
- Communications Manager
- Brand Manager
- Agency Manager
- Marketing & Communications Consultant
- PR Manager
- Researcher
- Content Manager
- Social Media Manager
- Self-Employed Entrepreneur
- Media Planner

Thanks to their interdisciplinary and broad-based management education, graduates are equipped to take on **responsibilities** in all **areas of traditional and digital marketing**. This includes, for example, strategy development, operational implementation, content creation, budgeting, campaign planning, media production and planning, as well as controlling — including performance measurement — of all marketing activities. Graduates are also well-suited for roles in internal and external corporate communications, as well as in the planning and execution of public relations work, thanks to their skills and knowledge. Furthermore, graduates can handle media planning — including the design of cross-media campaigns — and, thanks to their knowledge of market research tools, take on tasks in the field of strategic management and marketing, such as target audience analysis and segmentation.

These skills also enable graduates to work in a consulting capacity — supporting clients in the development of marketing and communication strategies and assisting them with the final evaluation and monitoring. Knowledge of media planning, cost estimates, and media production can be applied in practical ways in their professional lives.

The following chapters describe key career profiles for graduates of the Marketing and Communication Management program and outline relevant areas of work.

Job Profile: Marketing Manager

Marketing managers are specialists in target-audience-oriented product and brand communication. To this end, marketing managers develop innovative strategies to market products and services effectively and to strengthen the company's market position in the long term. Product communication, in the context of sales support, includes the development of sales-promoting campaigns. This requires a deep understanding of the product portfolio, the target audience(s), and the market. It is therefore essential that marketing managers analyze the market environment and not merely follow instructions, but rather have a say in product design and pricing. As part of sales promotion efforts, the marketing team also develops advertising materials and is responsible for measuring success and ensuring continuous optimization.

Required Skills:

- Independent planning, execution, and monitoring of marketing projects and events
- Planning and implementing marketing strategies in print and online
- Operational execution of traditional and digital marketing campaigns
- Management of various media channels
- Active market monitoring
- Defining and tracking key performance indicators (KPIs)

- Coordination and collaboration with external partners and agencies
- Close collaboration with internal departments
- Possess a broad knowledge of media and a passion for digital applications
- Strong customer focus and excellent communication skills

Job Description: Communications Manager

Effective communication is essential to ensuring a company's success and is one of the top success factors for implementing projects and campaigns. Therefore, communication management is a leadership role and is derived from the company's goals. Communications managers oversee communication channels, in part to minimize disruptions and misunderstandings. This includes the process of analyzing, planning, implementing, and evaluating communication tools. They design the necessary elements and processes for professional communication so that planned activities can proceed within an appropriate framework in day-to-day operations. They utilize specific tools to collect, manage, and monitor information. They coordinate internal company communication, for example, through employee newsletters or online portals on the intranet. They create communication plans, organize meetings, and prepare project reports and other reports. They manage and direct the nature of communication between the company and suppliers, customers, stakeholders, and journalists. They design annual reports and organize customer events (e.g., product presentations). They support senior management during public appearances. In addition, they plan and execute PR and advertising campaigns, such as press releases, promotional letters, and corporate blogs.

Required Skills:

- Developing and implementing appropriate PR and communication strategies at the national and international levels
- Application of appropriate communication systems and tailoring them to the company's goals
- Coordinating communication processes between internal and external stakeholders (departments, branches, customers, government agencies)
- Research on the company's image Designing perception management strategies to enhance the company's reputation
- Close collaboration with PR agencies and serving as the primary point of contact
- Close collaboration with management and the brand
- Budget planning and responsibility for PR programs
- Preparing and sharing content
- Execution of communication projects

Job Description: Brand Manager

In an era of increasing homogeneity, a company's image is becoming increasingly important and reflects the company's values. Through targeted brand management, the image can be optimally tailored to the target audience. A brand is the sum of all the perceptions a customer has or is expected to have, and serves to distinguish a company or its products from competitors. The Brand Manager, also known as the company's spokesperson, is responsible for activities related to brand building and shaping. The goal is to develop a brand with high recognition value in the market. Brand management is successful when an emotional connection is established between customers and the company, and when customers develop trust in the brand. In general, the Brand Manager has comprehensive responsibility for the brand: He or she reports directly to senior management and works closely with production, as well as with the Marketing & Communications and Sales departments—both in the development of new products, taking manufacturing constraints into account, and in the implementation of the sales strategy. As a brand specialist, they define the brand identity—which is built on visual elements, characteristics, values, and associated emotions—to reach the hearts and minds of consumers. Successful brands are those that are able to comprehensively satisfy consumer needs and become the

preferred choice in the target market. The role of Brand Manager is one of the established functions in corporate marketing, particularly within international corporations with numerous brands and well-known brands in the sectors of FMCG (fast-moving consumer goods), food & beverage, fashion, telecommunications services, consumer electronics, pharmaceuticals, cosmetics, and many others.

Required Skills:

- Strategic brand development
- Planning and management of branded products
- Optimal brand positioning
- Brand maintenance and image shaping, as well as the development of a distinctive brand image
- Improvement of the company's brand image
- Development, analysis, and optimization of advertising measures for external communication
- Collaboration with product management
- Evaluation and interpretation of statistics and surveys
- Quantitative and qualitative market analyses
- Further development of existing concepts
- Development of advertising concepts
- Product design
- Support for product marketing

Job Description: Content Manager

The term "Content Manager" refers to a relatively new job role. Content Managers are responsible for the content on a website. The duties of a Content Manager include the strategic planning and creation of digital content, as well as entering content into a content management system (CMS). They oversee the editorial aspects of a website and are primarily responsible for its content structure, topic presentation, and text formats. This also involves technical and design aspects. When selecting the presentation format for the relevant subject areas, they take the target audience into account. Content managers are primarily employed by companies that offer information and communication technology products and services, e.g., in the media industry (advertising and design agencies, PR agencies), at providers of multimedia services and websites, or at internet portal operators, as well as at publishing houses or larger companies, institutions, associations, and organizations that design their own websites and intranets.

Required Skills:

- Planning, developing, and implementing a content strategy
- Planning and coordinating content
- Entering content into the CMS
- Monitoring and managing content
- Optimizing content
- Lead the conception, planning, and execution of content marketing initiatives
- Coordinating the editorial team and developing and maintaining strategic content partnerships
- Marketing of editorial content
- Inspiring the editorial team with key trends, topics, and ideas from the HR tech scene
- Evaluating content activities and developing recommendations for optimizing content and channels
- Extensive expertise in SEO and social media

Job Description: Marketing & Communications Consultant

Marketing and communications consultants advise companies and organizations on the development of advertising and PR strategies, (media) planning, and performance monitoring to efficiently achieve agreed-upon marketing and communications goals. They typically work as sole proprietorships (EPU)

with a network of partners or subcontractors from various industries. Their main responsibilities include consulting and conceptualization—particularly the development of marketing and communication strategies, the management of corporate identity and corporate design projects, brand consulting, promotion, and sales promotion, as well as supporting innovation processes. In particular, marketing and communications consultants are responsible for generating ideas and creating content for all types of digital and analog media, and they provide advisory support to companies and organizations. Furthermore, as a marketing and communications consultant, one is responsible for complex external communication processes. The field of PR and communications management has gained significant prominence in recent years, evolving symbiotically from various disciplines. Companies with extensive national or international networks and a large number of so-called stakeholders, in particular, must navigate complex communication processes. Without a marketing and communications consultant, almost nothing can be accomplished in this regard.

Required Skills:

- Managing the flood of corporate information
- Optimizing communication frameworks and systems
- Addressing the growing volume of CSR issues
- General handling of the digital revolution
- Preparing and communicating company-specific information in a way that resonates with the public
- Proactive consulting on key corporate decisions
- Consulting and implementation of conflict management
- Consulting on trends, technical innovations, or measures to reduce bureaucracy
- Development of target-audience-oriented communication
- Consulting on the selection of appropriate tools for strategically and specifically disseminating information
- Consulting on corporate identity, marketing strategies, and marketing initiatives

1.2 Qualification profile

The qualification objectives and learning outcomes of the Bachelor's program in Marketing & Communication Management align with both academic and professional requirements and correspond to *ISCED Level 0414* (International Standard Classification of Education). The content taught qualifies graduates for the professional fields of activity mentioned in previous chapters.

Professional Field of Activity	Responsibilities	Competency Description	Competency Mapping	Curriculum /Modules
Marketing Manager	Independent planning, execution, and monitoring of marketing projects and events	• Possess organizational skills	Personnel and Social	PRA, MGT, MTE
		• Strong ability to work in a team	Personal and social	SKT, MTE, PRA
		• Possess strong communication skills	Personnel and social	SKT, KMG, ANK
		• Are familiar with the tools necessary for measuring success and know how to use them	Technical and scientific	MFO, MMT
	Strategic planning and implementation of marketing	• Understand how to define marketing objectives in order to develop the right marketing strategy	Technical and Academic	MGT, MGL, MMT, ANM,

	strategies in print and online	• Possess graphic design skills	Technical and Academic	COC
		• Possess strong writing skills	Technical and scientific	ANK, COC, PRA
		• Demonstrate a strong affinity for technology and media	Technical and scientific	MMT, ANM
		• Possess a high level of digital expertise, including the web, e-commerce, campaigns, and trends	Technical and scientific	ANM, MMT, MEK
		• Have good time management skills	Personal and Social	SKT, PRA
	Operational implementation of traditional and digital marketing campaigns	• Ability to use marketing tools correctly	Technical and scientific	GLM, ANM, MMT
		• Possess good time management skills	Personal and social	SKT, PRA
		• Strong ability to work in a team	Personnel and social	SKT, MTE, PRA
	Managing various media channels	• Understand the importance of key media channels	Technical and scientific	MMT, ANM
		• Possess knowledge of analog and digital media	Technical and scientific	ANM, ANK, MMT, MEK
		• Possess good communication skills	Personal and social	SKT, ANK
		• Possess strong time management and coordination skills for implementing campaigns across various media channels	Technical and Scientific	SKT, PRA, ANK, MMT, ANM,
	Active market monitoring	• Ability to conduct and interpret market analyses	Technical and Scientific	MFO, ANM, MGT, PRA
		• Knowledge of market research methods	Technical and scientific	MFO, PRA, ANM
		• Analyze relevant sources and publications	Technical-scientific	SKT, MFO
		• Can observe current market conditions and trends and use them for their own purposes	Professional and academic	MFO, PRA, MGT
	Definition and tracking of KPIs	• Can correctly define and interpret key performance indicators	Technical-Scientific	MFO, ANM
		• Possess strong time management skills	Personal and Social	SKT, PRA
		• Possess strong communication skills	Personnel and social	SKT, KMG, ANK
		• Possess strong teamwork skills	Personal and social	SKT, MTE, PRA
		• Able to work within a given budget	Technical and scientific	WWI, MMT
	Coordination and collaboration with external partners and agencies	• Ability to clearly articulate marketing strategies	Technical and scientific	MGL, MMT, WWI
		• Possess basic knowledge in the areas of graphic design and copywriting	Technical and academic	COC
		• Possess strong communication skills	Personal and social	SKT, KMG, ANK

		• Demonstrate strong teamwork skills	Personal and social	SKT, MTE, PRA
		• Possess a high level of social skills	Personnel and social	SKT, MTE
		• Able to work within a given budget	Technical and scientific	WWI, MMT
	Close collaboration with internal departments	• Ability to clearly articulate marketing strategies	Technical and scientific	MGL, MMT, ANM
		• Possess strong communication skills	Personal and social	SKT, KMG, ANK
		• Possess strong teamwork skills and social competencies	Personal and social	SKT, MTE, PRA
	In-depth analysis of media and the media market	• Possess a strong affinity for digital media	Technical and academic	ANK, MMT,
		• Understand the importance of online marketing in today's world	Technical and Academic	MMT
		• Observing and analyzing current market trends	Technical-Scientific	MFO, WWI, MMT
	account management/customer service	• Ability to observe current market conditions and trends and use them for one's own purposes	Technical-Scientific	MFO, PRA, MGT
		• Can accurately assess customers.	Personal and Social	MGL, MMT, ANM
		• Demonstrate a high degree of customer focus	Personnel and Social	MGL, MMT, ANM
	Design of analog and digital touchpoints for products and services focused on customer value	• Demonstrate a high degree of creativity	Personal and social	KMG, SKT, COC
		• Knowledge of graphic design software such as InDesign and Photoshop	Technical and scientific	COC
		• Able to monitor current market conditions and trends and apply them for their own purposes	Technical-Scientific	MFO, PRA, MGT
		• Can effectively utilize marketing and communication tools	Professional and Academic	MGL, ANM, ANK
Communications Manager	Developing and implementing appropriate PR and communication strategies at the national and international levels	• Possess strong communication skills	Personnel and Social	SKT, KMG, ANK
		• Possess excellent verbal and written communication skills	Technical and scientific	ANK, COC, PRA
		• Able to handle pressure and meet deadlines	Personal and social	SKT
		• Able to navigate the international arena with proficiency in language and communication	Personal and Social	ANK, SPR
	Apply appropriate communication systems and tailor them to the company's goals	• Ability to develop communication strategies	Technical and scientific	ANK, MEK
		• Able to handle pressure and meet deadlines	Personal and social	ALL
		• Possess organizational skills and time management abilities	Personnel and Social	SKT, PRA, MGT
	Coordinate communication processes between internal and external	• Can quickly acquire the necessary know-how within the company structure	Technical and academic	MFO, MGT, WWI

	company stakeholders (departments, branches, customers, government agencies)	• Can convey the necessary information accurately	Personal and Social	ANK, PRA
		• Possess a high level of social skills	Personnel and social	SKT, PRA
	Research on the company's image Designing perception management for reputation	• Possess strong writing skills	Technical and academic	ANK, COC, PRA
		• Ability to conduct market analyses	Technical and academic	MFO, ANM, PRA
		• Possess knowledge of designing surveys/questionnaires	Technical-scientific	MFO
		• Ability to correctly analyze and interpret results	Technical-Scientific	MFO, PRA
	Close collaboration with PR agencies and serving as the primary point of contact	• Possess good time management skills	Personal and social	SKT, PRA
		• Strong ability to work in a team	Personnel and social	SKT, MTE, PRA
		• Ability to reflect critically	Technical and scientific	PRA, ANK
		• Demonstrate proficiency in writing and style	Technical and academic	COC
		• Ability to clearly communicate the corporate design to agencies	Technical and academic	MGL, ANK, MMT
	Close collaboration with management and brand communication	• Possess strong organizational and time management skills	Personnel and social	SKT, PRA, MTE
		• Strong ability to work in a team	Personnel and social	SKT, MTE, PRA
	Budget planning and responsibility for PR programs	• Familiar with budgeting approaches	Technical and scientific	WWI, MMT, ANK
		• Ability to accurately assess the market	Technical and Academic	MFO
		• Have good time management skills	Personal and social	SKT, PRA
	Preparing and sharing content Carrying out communication projects	• Knowledge of major graphic design programs such as InDesign and Photoshop	Personnel and social	COC
		• Ability to effectively utilize relevant media channels	Technical and Academic	MMT, KMG, MEK
Brand Manager	Strategic brand development	• Ability to create marketing plans	Technical and Scientific	MGL, MMT, ANM, ANK
		• Possess knowledge of how to monitor and analyze current market trends	Technical and Scientific	MFO, WWI
		• Can accurately assess the market	Technical and scientific	MFO, MGL, MMT
		• Have good time management skills	Personal and social	SKT, PRA
		• Ability to correctly apply marketing tools	Technical and scientific	ANK, ANM, MGL
	Planning and managing branded products	• Ability to conduct market analyses	Technical-Scientific	MFO, ANM, PRA
		• Can accurately assess the brand and the market	Technical and scientific	MFO, MGT
		• Have good time management skills	Personal and social	SKT, PRA

	Optimal brand positioning	• Possess strong organizational skills	Personnel and social	ANK, MMT, KMG
		• Ability to apply marketing tools correctly	Technical and scientific	MGL, ANM, MMT
		• Ability to use (digital) media across various channels	Professional-academic	MEK, MMT, ANM
	Brand management and image building	• Possess knowledge of how PR works and how it is applied	Technical-scientific	MGL, ANK,
		• Ability to build and continuously maintain brands.	Professional-Academic	MGL, MMT, ANM
		• Possess a strong sense of responsibility	Personnel and Social	SKT
	Brand image enhancement	• Possess analytical thinking skills	Personnel and social	MFO, PRA
		• Possess a keen sense for new trends	Technical and scientific	MEK, MFO
	Development, analysis, and optimization of advertising measures for external communication	• Possess strong writing and stylistic skills	Technical and scientific	ANK, COC
		• Ability to effectively utilize analog and digital media	Technical and scientific	MEK, ANK, ANM
		• Ability to monitor current market conditions and trends and use them for one's own purposes	Professional and academic	MFO, PRA, MGT
	Evaluation and interpretation of statistics and surveys	• Can conduct market analyses and interpret them correctly	Technical-Scientific	MFO, ANM, PRA
		• Possess strong writing and stylistic skills	Technical and scientific	ANK, COC
		• Can design questionnaires and conduct surveys	Technical and academic	MFO, PRA
	Quantitative and qualitative market analyses	• Ability to select research methods for specific problems	Technical-Scientific	MFO, PRA
		• Possess knowledge of how to create questionnaires and interview guides	Technical-scientific	MFO, PRA
		• Understand how market analyses are conducted and interpreted	Technical-Scientific	MFO, ANM, PRA
	Further development of existing concepts	• Ability to observe current market conditions and trends and use them for one's own purposes	Professional-academic	MFO, PRA, MGT
		• Understand how concepts are structured	Technical-Scientific	MGL, KMG
	Developing advertising concepts	• Ability to effectively use PR and advertising tools	Technical and scientific	ANK, MEK
		• Ability to create advertising plans	Technical and scientific	MMT, ANM
		• Understand how advertising measures can be used in a goal-oriented manner	Technical-scientific	MMT, ANM
		• Demonstrating good time management skills	Personal and Social	SKT, PRA
		• Possess expertise in product development	Technical and scientific	ANM, MGT

Content Manager	Product Marketing Support	Possess knowledge in the field of marketing tools	Technical and scientific	MGL, ANM, MMT
		Demonstrate strong teamwork skills	Personal and social	SKT, MTE, PRA
		Possess strong organizational skills	Personnel and social	SKT, PRA
	Independently plan, develop, and implement a content strategy	Possess a high degree of creativity	Personnel and Social	COC, SKT, MMT, ANM,
		Ability to create advertising plans	Technical and scientific	MMT, ANM,
		Ability to select the right channels for the content	Technical-scientific	MMT, ANM
		Ability to conceptualize and design content	Technical-scientific	MEK, COC
		Have a strong affinity for digital media	Technical and scientific	MEK, ANK, ANM
	Independent planning and coordination of content	Demonstrate a high degree of creativity	Personal and social	COC, SKT
		Demonstrate strong command of language and style	Technical and scientific	KMG, ANK
		Can develop both brand- and product-related content	Technical and scientific	COC
		Have good time management skills	Personal and social	SKT, PRA
	Entering content into the CMS	Knowledge of the CMS	Technical and scientific	MMT, ANM
		Possess a high degree of creativity	Personal and social	COC, SKT
		Proficient in common graphic design software	Technical and scientific	COC
		Demonstrate strong writing skills and a command of style	Technical and scientific	ANK, COC
	Content Monitoring & Control	Ability to identify trends and interpret them correctly	Technical and scientific	MMT, ANM,
		Understand how to observe and analyze the market and competitive landscape	Technical-Scientific	MFO, MMT, MGT
		Can analyze and apply performance monitoring tools in a goal-oriented manner	Professional and Academic	WWI, MMT
	Optimizing content	Can identify and interpret trends	Professional and scientific	MFO, MMT
		Possess basic knowledge of graphic design programs such as InDesign and Photoshop	Technical and scientific	COC
	Lead the conception, planning, and implementation of content marketing initiatives	Ability to create media plans	Technical and Academic	MMT, ANM, MEK
		Ability to develop both brand- and product-related content	Technical and scientific	COC
		Possess good time management skills	Personal and social	SKT, PRA

		• Ability to use (digital) media across various channels	Technical and academic	MEK, ANK, ANM
		• Ability to use marketing tools correctly	Technical-Scientific	MMT, ANM
	Coordinating the editorial team and developing and maintaining strategic content partnerships	• Possess the skills to lead a team	Personal and social	SKT, MTE, PRA
		• Demonstrate strong teamwork skills	Personal and social	SKT, MTE, PRA
		• Have good time management skills	Personal and social	SKT, PRA
	Inspire the editorial team with key trends, topics, and ideas from the HR tech scene	• Ability to define and interpret trends	Technical and scientific	MFO, MMT
		• Demonstrate strong teamwork skills	Personal and social	SKT, MTE, PRA
		• Demonstrate a high level of proficiency in writing and style	Technical and academic	ANK, COC, MTE
	Evaluation of content activities and development of recommendations for optimizing content and channels	• Ability to make market forecasts	Technical and scientific	MFO, SKT
		• Possess knowledge of Google AdWords and Google Analytics	Technical-scientific	ANM, ANK, PRA
		• Demonstrate a high degree of initiative and drive	Personal and Social	ALL
	Use of SEO and social media	• Demonstrate a strong affinity for digital media, particularly social media	Technical and Academic	COC, MGL, ANM, ANK, MEK
		• Can create content for various social media channels such as Instagram, Facebook, YouTube, etc.	Technical and Academic	COC
		• Can identify and interpret new trends	Technical-Scientific	MFO
		• Possess a high degree of creativity	Personal and social	COC, SKT
Marketing & Communications Consultant	Managing the flood of company-related information	• Possess strong writing and stylistic skills	Technical and Academic	ANK, COC,
		• Possess strong time management skills	Technical and academic	SKT, PRA
		• Possess a broad range of management knowledge	Technical and scientific	MGT, WWI
		• Demonstrate strong teamwork skills	Personnel and Social	SKT, MTE, PRA
	Optimization of communication fundamentals and systems.	• Ability to develop and optimize communication strategies	Technical and scientific	KMG, ANK,
		• Demonstrate a high level of proficiency in writing and style	Technical and academic	ANK, COC
		• Ability to optimize and revise existing communication concepts	Technical and academic	ANK, KMG
	Active consultation on important business decisions	• Possess strong teamwork skills	Personal and social	SKT, MTE, PRA
		• Ability to identify and interpret trends	Technical and scientific	MFO, MTE

	General familiarity with the digital revolution	• Have a strong affinity for digital media (Instagram, Facebook, etc.)	Technical and academic	MEK, ANK, PRA, ANM
		• Possess a high degree of creativity	Personal and Social	COC, PRA,
		• Able to identify new trends	Personal and social	MFO
		• Possess a strong business acumen	Personnel and Social	WWI, MGT
	Effective preparation and communication of company-specific information	• Possess a high level of social skills	Personnel and Social	SKT, PRA
		• Ability to work creatively	Personnel and social	COC, PRA
		• Possess persuasiveness and negotiation skills	Personnel and social	MTE, SKT
		• Can identify conflicts and apply crisis management tools	Technical and scientific	SKT, PRA
		• Possess a high degree of teamwork skills	Human Resources and Social Affairs	SKT, MTE, PRA
	Consulting and Implementation of Conflict Management	• Possess persuasiveness and negotiation skills	Personnel and Social	MGT, SKT,
		• Ability to identify conflicts	Personnel and Social	SKT, MTE
		• Possess a high degree of teamwork skills	Personnel and social	SKT, MTE, PRA
	Advice on trends, technical innovations, or measures to reduce bureaucracy	• Can identify trends and interpret them correctly	Technical and scientific	MFO, PRA
		• Have a strong interest in innovations	Technical and scientific	MEK, ANK
	Developing target-audience-oriented communication	• Can develop communication strategies	Technical and scientific	KMG, ANK,
		• Possess knowledge of market and target audience analysis	Technical-Scientific	MFO, ANM, MMT
		• Ability to define target groups or personas	Technical-Scientific	MGL, ANK, MMT
		• Demonstrate confidence in style and writing	Technical-academic	ANK, COC
	Advice on selecting appropriate tools for strategically and specifically disseminating information.	• Possess knowledge of digital and analog media	Technical and academic	MEK, ANK, ANM
		• Ability to use media in a targeted manner	Technical-scientific	ANK, ANM
		• Possess knowledge of various marketing tools	Technical-scientific	MGL, ANM, MMT

2 CURRICULUM

2.1 Curriculum data

	FT	PT	Comments (if any)
First Year of Study (YYYY/YY+1)	2027/28	2027/28	
Standard duration of study (Number of semesters)	6	6	
SWS (Total for all semesters)	63.5	71	In the VZ program, a semester abroad is included within the specified SWS, with SWS from the respective partner universities.
ASWS (Total for all semesters)	101	93.5	
ECTS (Total for all semesters)	180	180	In the VZ program, a semester abroad with LVS at the respective partner universities takes place within the specified number of SWS.
Start of Winter Semester (Date, Note: possibly calendar week)	Calendar Week 40	Calendar Week 40	
End of winter semester (Date, Note: possibly calendar week)	Calendar Week 5	Week 5	
Start of summer semester (Date, Note: possibly calendar week)	Week 11	Week 11	
Summer semester end (Date, Note: possibly calendar week)	Calendar Week 28	Week 28	
Winter Semester Weeks	15	15	
SS Weeks	15	15	
Mandatory semester abroad (Semester)	5		
Language of Instruction (Specify)	German/ English	German/ English	The percentage of specialized courses taught in English is 20.63% (fall semester)/22.7% (spring semester) of total weekly course hours
Professional internship (Semester information, duration in weeks per semester)	6	6	500 h

2.2 Curriculum matrix

2.2.1 Curriculum matrix full-time

The curriculum matrix for the Bachelor's program in Marketing & Communication Management is presented below. The following overview of courses does not include the time required for supervising Bachelor's theses. For each thesis supervised, 0.20 SWS is allocated; that is, with 33 or 27 accredited study places, this results in an additional ASWS workload of 15 ASWS.

1. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
MGL2	Strategic Marketing & Marketing Planning	ILV			3	2	6	90	MGL	6
MGL3	Advertising and Consumer Psychology (E)	ILV		X	2	1	2	30	MGL	4
SKT1	Project Management	PT			1.5	2	3.0	45.0	SKT	4
SKT3	Teambuilding	ILV			2	1	2	30	SKT	2
SPR1	Foreign Language I	ILV			4	1	4	60	SPR	6
WWI1	Introduction to BWL	VO			1	1	1	15	WWI	2
WWI2	Introduction to VWL	VO			1	1	1	15	WWI	2
WWI3	Introduction to Accounting and Finance	ILV			2	1	2	30	WWI	4
Total line:					16.5		21.0	315.0		30
Course hours = Total WSH x course weeks					247.5					

2. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
COC1	Content Creation(E)	ILV		X	4	1	4	60	COC	6
KMG1	Communication Theory	VO			3	1	3	45	KMG	4
KMG2	Media Theory	VO			3	1	3	45	KMG	3
KMG3	Media Esthetics	ILV			2	2	4	60	KMG	3
MFO1	Market Research	ILV			3	1	3	45	MFO	5
MFO3	Scientific Work	SE			2	2	4	60	MFO	3
SPR2	Foreign language II	ILV			4	1	4	60	SPR	6
Total line:					21		25	375		30
Course hours = Total WSH x course weeks					315					

3. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
ANK1	Corporate Communications & PR	ILV			3	2	6	90	ANK	6
COC3	Content Creation 2	UE			3.5	1	3.5	52.5	COC	4
MFO4	Marketing Consolidation	ILV			3	1	3	45	MFO	5
MGL4	Branding & Positioning(E)	ILV		X	2	1	2	30	MGL	4
MGL4	Branding & Positioning	ILV		X	2	1	2	30	MGL	4
MGT1	Introduction to Law	ILV			3	1	3	45	MGT	3
MGT2	Strategic Management(E)	ILV		X	2	1	2	30	MGT	4
PRA1	Practical Project 1	PT			2	5	10	150	PRA	4
Total line:					20.5		31.5	472.5		34
Course hours = Total WSH x course weeks					307.5					

4. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
ANM1	Omnichannel Marketing Communications(E)	SE		X	2	1	2	30	ANM	5
ANM2	Product Development & Service Design	UE			2	2	4	60	ANM	5
ANM3	Online Marketing	SE			3	1	3	45	ANM	6
MEK1	Media Literacy	ILV			3	1	3	45	MEK	6
MMT2	Marketingmanagement & Controlling(E)	ILV		X	2	2	4	60	MMT	3
PRA2	Practical Project 2 (E)	PT		X	2	4	8	120	PRA	5
Total line:					14		24	360		30
Course hours = Total WSH x course weeks					210					

5. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
INT_BST	Business Studies (E)	ILV		X	0	1	0	0	INT	5
INT_EL	Electives (E)	ILV		X	0	1	0	0	INT	10
INT_MKT	Marketing & Communications (E)	ILV		X	0	1	0	0	INT	15
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
PRA3	Bachelor Thesis Seminar	SE			0.5	1	0.5	7.5	PRA	4
PRA4	Bachelor thesis	SE			0	0	0	0	PRA	6
PRA5	Internship	BPR			0	1	0	0	PRA	20
Total line:					0.5		0.5	7.5		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	70.5	100	1500	180
Total number of courses in 1st year of study	37.5	46	690	60
Total number of courses in 2nd year of study	32.5	53.5	802.5	60
Total number of courses in 3rd year of study	0.5	0.5	7.5	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	16			61
Proportion of specialized courses in English over all semesters (Calculation excluding language courses)	22.7 %			33.89 %

2.2.2 Curriculum matrix part-time

The curriculum matrix for the Bachelor's program in Marketing & Communication Management is presented below. The following overview of courses does not include the time required for supervising Bachelor's theses. For each thesis supervised, 0.20 SWS is allocated; that is, with 33 or 27 accredited study places, this results in an additional ASWS workload of 15 ASWS.

1. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
KMG1	Communication Theory	VO			3	1	3	45	KMG	4
KMG2	Media Theory	ILV			3	1	3	45	KMG	4
MGT1	Introduction law	ILV			3	1	3	45	MGT	4
SKT1	Projektmanagement	ILV			1	1	1	15	SKT	3
SKT3	Teambuilding	ILV			1	2	2	30	SKT	1
SPR1	Business English I	ILV			4	1	4	60	SPR	6
WWI1	Introduction to BWL	VO			1	1	1	15	WWI	2
WWI2	Introduction to VWL	VO			1	1	1	15	WWI	2
WWI3	Introduction to Accounting and Finance	ILV			2	1	2	30	WWI	4
Total line:					19		20	300		30
Course hours = Total WSH x course weeks					285					

2. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
MFO1	Market Research	ILV			3	1	3	45	MFO	4
MFO2	Academic Research	ILV			2	1	2	30	MFO	3
MGL1	Strategic Marketing & Marketing Planning	ILV			3	1	3	45	MGL	4
MGL2	Branding & Positioning(E)	ILV		X	2	1	2	30	MGL	4
MGL3	Advertising and Consumer Psychology (E)	ILV		X	2	1	2	30	MGL	4
MGT2	Strategic Management(E)	ILV		X	2.5	1	2.5	37.5	MGT	5
SPR2	Business English II	ILV			4	1	4	60	SPR	6
Total line:					18.5		18.5	277.5		30
Course hours = Total WSH x course weeks					277.5					

3. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
COC1	Content Creation(E)	UE		X	2	2	4	60	COC	5
KMG3	Media Aesthetics	ILV			3	1	3	45	KMG	5
KMG3	Media Esthetics	ILV			3	1	3	45	KMG	5
MMT1	Service Management	ILV			2	1	2	30	MMT	5
MMT2	Mindful Living	ILV			2	1	2	30	MMT	5
MMT3	Marketing Management & Controlling (E)	ILV		X	2	1	2	30	MMT	5
PRA1	Practical Project 1	PT			2	3	6	90	PRA	5
Total line:					16		22	330		35
Course hours = Total WSH x course weeks					240					

4. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
ANM1	Omnichannel Marketing Communication	ILV			2	1	2	30	ANM	5
ANM2	Product Development & Service Design	ILV			2	1	2	30	ANM	5
ANM3	Online Marketing(E)	ILV		X	2	1	2	30	ANM	5
MEK1	Media Literacy(E)	ILV		X	2	1	2	30	MEK	5
MEK2	Media Landscape	ILV			2	1	2	30	MEK	5
PRA2	Practical Project 2	PT			2	3	6	90	PRA	5
Total line:					12		16	240		30
Course hours = Total WSH x course weeks					180					

5. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
ANK1	Media Relations	ILV			2	1	2	30	ANK	4
ANK2	Disciplines of Corporate Communications	ILV			2	1	2	30	ANK	4
ANK3	Corporate Communications & PR	ILV			2	1	2	30	ANK	4
MFO3	Marketing Consolidation	ILV			3	1	3	45	MFO	5
MTE1	Team- & Conflict Management	ILV			3	1	3	45	MTE	5
MTE2	Management Techniques	ILV			3	1	3	45	MTE	5
PRA3	Study Trip(E)	ILV		X	2	1	2	30	PRA	3
Total line:					17		17	255		30
Course hours = Total WSH x course weeks					255					

6. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
PRA4	Bachelorarbeitsseminar	SE			0.5	4	2.0	30.0	PRA	4
PRA5	Bachelor Thesis	SE			0	1	0	0	PRA	6
PRA7	Internship	BPR			0	1	0	0	PRA	20
Total line:					0.5		2.0	30.0		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	80	92.5	1387.5	180
Total number of courses in 1st year of study	37.5	38.5	577.5	60
Total number of courses in 2nd year of study	25	35	525	60
Total number of courses in 3rd year of study	17.5	19	285	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	16.5			36
Proportion of specialized courses in English over all semesters (Calculation excluding language courses)	20.63 %			20 %

2.3 Modularization

2.3.1 Module descriptions full-time

Module number:	Communication & Collaboration Skills	Scope:	
SKT		6	ECTS
Degree program	University of Applied Sciences Bachelor's Program Marketing & Kommunikation Management full-time		
Position in the curriculum	1. Semester		
Level	1. Semester: Introduction		
Previous knowledge	1. Semester: none		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Project Management /PT / LV-Nr: SKT1 / 1.Semester / ECTS: 4</u> • Timinger, H. (2017). Modernes Projektmanagement: Mit traditionellem, agilem und hybridem Vorgehen zum Erfolg, Weinheim: Wiley Verlag. • Preußig, J. (2018). Agiles Projektmanagement: Agilität und Scrum im klassischen Projektumfeld, Freiburg: Haufe Verlag.		
	<u>Teambuilding /ILV / LV-Nr: SKT3 / 1.Semester / ECTS: 2</u> • Schulz von Thun, F. (2014). Miteinander reden (Band 1 – 3). Rororo • Bender S. (2015). Teamentwicklung: Der effektive Weg zum "Wir", Beck-Wirtschaftsberater im dtv.		
Acquisition of skills	<u>Project Management /PT / LV-Nr: SKT1 / 1.Semester / ECTS: 4</u> The students can define, conceive, plan, implement and evaluate complex projects. Planning and control in the areas of resources and budget is conveyed in a practical way. The students are able to plan and carry out projects holistically and with consideration of the critical aspects.		
	<u>Teambuilding /ILV / LV-Nr: SKT3 / 1.Semester / ECTS: 2</u> Following the course, students will have practical skills in team building and group dynamics, will be able to steer groups, lead small teams and know approaches to personnel management. The different theories about working in a team should help to facilitate practical implementation.		
Course contents	<u>Project Management /PT / LV-Nr: SKT1 / 1.Semester / ECTS: 4</u> After the basic definition of the project management functions in the context of a marketing and communication project, the students are introduced to their practical use. In particular, the tasks of the project manager and the most important project management tools and methods are discussed. The course content includes the project concept and project types as well as performance planning, resource and cost planning, project organization, IT-supported project documentation and the concluding project manual.		
	<u>Teambuilding /ILV / LV-Nr: SKT3 / 1.Semester / ECTS: 2</u> Under the supervision of the instructors, students are systematically introduced to the new context of higher education as well as to the organizational, social, and communicative framework conditions of their studies. The following topics are addressed in particular: - Orientation within the higher education environment and institutional structures - Foundations of collaboration in study groups - Fundamentals of communicative action		
Teaching and learning methods	<u>Project Management /PT / LV-Nr: SKT1 / 1.Semester / ECTS: 4</u> group work, discussion, Project work, Presentation		
	<u>Teambuilding /ILV / LV-Nr: SKT3 / 1.Semester / ECTS: 2</u> Integrated course, group work, discussions		
Evaluation Methods Criteria	<u>Project Management /PT / LV-Nr: SKT1 / 1.Semester / ECTS: 4</u> Report		
	<u>Teambuilding /ILV / LV-Nr: SKT3 / 1.Semester / ECTS: 2</u> Participation		

Module number:	Business Essentials	Scope:	
WWI		8	ECTS
Degree program	University of Applied Sciences Bachelor's Program Marketing & Kommunikation Management full-time		
Position in the curriculum	1. Semester		
Level	1. Semester: English version will be available soon / 1. Semester: Introduction		
Previous knowledge	1. Semester: English version will be available soon / 1. Semester: none		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Introduction to Accounting and Finance /ILV / LV-Nr: WWI3 / 1.Semester / ECTS: 4</u> • Buchholz, L./ Gerhards, R. (2016): Internes Rechnungswesen, Kosten- und Leistungsrechnung, Betriebsstatistik und Planungsrechnung • Deimel, K./ Erdmann, G./ Isemann, R./ Müller, S. (2017): Kostenrechnung, Das Lehrbuch für Bachelor, Master und Praktiker • Geirhofer, S./ Hebrank, C. (2016): Grundlagen Buchhaltung und Bilanzmanagement, 4. Aufl. • Coenenberg, A.G./ Haller, A./ Et. Al. (2018): Einführung in das Rechnungswesen: Grundlagen der Buchführung und Bilanzierung, 7. Aufl. • Wedell, H./ Dilling, A.A. (2018): Grundlagen des Rechnungswesens, 16. Aufl. Breidenbach, K., & Währisch, M. (2017): Buchhaltung und Jahresabschluss, 4. Aufl. • Schmidt, M., Auer, B., & Schmidt, P. (2012): Buchführung und Bilanzierung: Eine anwendungsorientierte Einführung		
	<u>Introduction to BWL /VO / LV-Nr: WWI1 / 1.Semester / ECTS: 2</u> • Vahs, D./ Schäfer-Kunz, J. (2015): Einführung in die Betriebswirtschaftslehre, 7. Aufl. • Thommen, J.-P./ Achleitner, A.-K./ et. Al. (2017): Allgemeine Betriebswirtschaftslehre: Umfassende Einführung aus managementorientierter Sicht, 8. Aufl. • Schweitzer, M./ Baumeister, A. (2015): Allgemeine Betriebswirtschaftslehre, 11. Aufl. • Hutzschenreuter, T. (2015): Allgemeine Betriebswirtschaftslehre, 6. Aufl. • Wöhe, G./ Döring, U./ Brösel, G. (2016): Einführung in die Allgemeine Betriebswirtschaftslehre, 26. Aufl. • Weber, W./ Kabst, R./ Baum, M. (2018): Einführung in die Betriebswirtschaftslehre, 10. Aufl.		
	<u>Introduction to VWL /VO / LV-Nr: WWI2 / 1.Semester / ECTS: 2</u> • Pindyck, R. S., & Rubinfeld, D. L. (2018). Mikroökonomie. Pearson Deutschland GmbH • Varian, H. R. (2014). Grundzüge der Mikroökonomik. Walter de Gruyter GmbH & Co KG.Deutschland GmbH. • Münter, M.T. (2018), Mikroökonomie, Wettbewerb und strategisches Verhalten. UTB GmbH • Natrop, J. (2012). Grundzüge der angewandten Mikroökonomie. Walter de Gruyter GmbH & Co KG.Deutschland GmbH		
Acquisition of skills	<u>Introduction to Accounting and Finance /ILV / LV-Nr: WWI3 / 1.Semester / ECTS: 4</u> External accounting: The students: • Know the fundamentals of mapping business decisions in the accounting system. • Know and understand the basic concepts and subareas of accounting • Understand the technique and internal structure of double-entry bookkeeping. • Can assess the structure of an accounting system and the characteristics of different account types • Can make simple business postings to balance sheet and profit and loss accounts and create posting records • Recognize the significant effects of business transactions on the balance sheet and income statement Internal accounting: The students: • Know the tasks and solutions of cost and revenue accounting with its subsystems (cost element, cost center and cost unit accounting) • Can differentiate the terms payments - disbursements, revenues - expenses, revenue - expenses from each other • Can describe the organizational structure of a cost accounting system and the main cost accounting systems • Know the systems of cost accounting (partial and full cost accounting)		
	<u>Introduction to BWL /VO / LV-Nr: WWI1 / 1.Semester / ECTS: 2</u> professional-academic competences: The students: •Identify the different business subareas •Understand the fundamentals of marketing •Understand the fundamentals of personnel management •Know the structure of a business and typical business processes and are familiar with the basic constitutive factors of a business •Recognize relationships in the sense of the various relationships between the business functions •Can clearly differentiate central business terms from each other • Identify the most important constitutional and functional corporate decisions		

	<u>Introduction to VWL /VO / LV-Nr: WWI2 / 1.Semester / ECTS: 2</u> Students are able to • name the essential components of a market model and discuss the market equilibrium as an interaction of supply and demand • identify the determinants of consumer demand and explain how they respond to external factors such as changes in income • explain both the potentials and the limitations of market models based on real-world markets, for example the housing or labor market, and to buttress abstract models with real-life examples
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Acquisition of skills	• understand production decisions in companies and interpret the influences of market structures on price setting • examine and critically evaluate current developments on the basis of models • name the essential components and institutions of a national economy and explain how they function • identify macroeconomic indicators such as gross domestic product or consumer price index and explain their meaning • conduct independent research on indicators important for economic growth and inflation and to present current developments in this regard
Course contents	<u>Introduction to Accounting and Finance /ILV / LV-Nr: WWI3 / 1.Semester / ECTS: 4</u> External accounting: • Structure of the accounting system • Fundamentals of operational accounting: Tasks, sub-areas and basic concepts • Commercial accounting system: From inventory to opening balance sheet • Double-entry accounting system: Posting business cases to inventory and profit and loss accounts • Organization of bookkeeping (chart of accounts, sales tax, etc.) • Principle of period purity and accruals and deferrals Internal accounting: • Objectives and basic concepts of cost and revenue accounting • Fundamentals of cost and revenue accounting: Tasks, components and subareas • Structure of cost accounting (cost elements, cost centers, cost objects) • Contribution margin accounting
	<u>Introduction to BWL /VO / LV-Nr: WWI1 / 1.Semester / ECTS: 2</u> • Overview and context analysis of the most important subareas in business administration • Subject and principles of business administration: • Operational functional areas - Business decision theory - Fundamentals of Management and Ethics - Fundamentals of Human Resources and Organization - Marketing Fundamentals • Fundamentals of: - Constitutive company decisions such as legal forms, location decisions, types of mergers and acquisitions and choice of business segment - Functional company decisions: Materials management, production management, marketing • Fundamentals of business value creation processes and functions (value creation architecture and structure). • Fundamentals of market-oriented, process-oriented and strategy-oriented management
	<u>Introduction to VWL /VO / LV-Nr: WWI2 / 1.Semester / ECTS: 2</u> Core topics: • Economic thinking and marginal analysis • Efficient allocation of scarce resources • The market model and market equilibrium • Macroeconomic variables (GDP, inflation, and unemployment) and their interrelationships Selected macroeconomics issues: • Elasticity and welfare • Cost functions and optimal corporate production • Price setting and market structures • Short-term macroeconomic fluctuations: The business cycle • Money, the ECB, and inflation • Long-term economic growth • International relations and trade
Teaching and learning methods	<u>Introduction to Accounting and Finance /ILV / LV-Nr: WWI3 / 1.Semester / ECTS: 4</u> English version will be available soon
	<u>Introduction to BWL /VO / LV-Nr: WWI1 / 1.Semester / ECTS: 2</u> Lecture, group work, case studies, discussions, e-learning
	<u>Introduction to VWL /VO / LV-Nr: WWI2 / 1.Semester / ECTS: 2</u> Lecture, group work, case studies, discussions, E-Learning
Evaluation Methods Criteria	<u>Introduction to Accounting and Finance /ILV / LV-Nr: WWI3 / 1.Semester / ECTS: 4</u> written exam
	<u>Introduction to BWL /VO / LV-Nr: WWI1 / 1.Semester / ECTS: 2</u> written exam
	<u>Introduction to VWL /VO / LV-Nr: WWI2 / 1.Semester / ECTS: 2</u> written exam

Module number:	Marketing Essentials	Scope:	
MGL		14	ECTS
Degree program	University of Applied Sciences Bachelor's Program Marketing & Kommunikation Management full-time		
Position in the curriculum	1. Semester		
	3. Semester		
Level	1. Semester: English version will be available soon / 1. Semester: Introduction / 3. Semester: Introduction		
Previous knowledge	1. Semester: none / 3. Semester: none		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Strategic Marketing & Marketing Planning /ILV / LV-Nr: MGL2 / 1.Semester / ECTS: 6</u> - Kotler, P., Armstrong, G., Harris, L. C., & He, H. (2022). Grundlagen des Marketing (8. Aufl.). Pearson Deutschland GmbH. - Homburg, C. (2020). Marketing Management: Strategie – Instrumente – Umsetzung – Unternehmensführung (7. Aufl.). Springer Gabler. - Wirtz, J., & Lovelock, C. (2022). Services marketing: People, technology, strategy (9th ed.). World Scientific Publishing. - Kotler, P., Keller, K. L., & Opresnik, M. O. (2023). Marketing-Management (16. Aufl.). Pearson Deutschland GmbH.		
	<u>Advertising and Consumer Psychology (E) /ILV / LV-Nr: MGL3 / 1.Semester / ECTS: 4</u> - Mayer, H. (2000) Einführung in die Wahrnehmungs-, Lern- und Werbe-Psychologie. Oldenbourg. - Felser, G. (2023). Werbe- und Konsumentenpsychologie. Springer - Kroeber-Riel, W., Esch, F.-R. & Nies, S. (2018). Strategie und Technik der Werbung. Schäffer-Poeschel. - Solomon, M. R., & Russell, C. A. (2023). Consumer behavior (Global ed., 14th ed.). Pearson. - Lindstrom, M. (2020) Brandwashed - was du kaufst, bestimmen die anderen. Campus Verlag.		
	<u>Branding & Positioning(E) /ILV / LV-Nr: MGL4 / 3.Semester / ECTS: 4</u> - Keller, K. L., & Swaminathan, V. (2019). Strategic brand management: Building, measuring, and managing brand equity (5th global ed.). Pearson. - Kotler, P., Keller, K. L., & Opresnik, M. O. (2023). Marketing-Management (16. Aufl.). Pearson Deutschland GmbH. - Esch, F.-R., & Esch, D. (2024). Strategie und Technik der Markenführung (10. Aufl.). Verlag Vahlen.		
	<u>Branding & Positioning /ILV / LV-Nr: MGL4 / 3.Semester / ECTS: 4</u> - Keller, K. L., & Swaminathan, V. (2019). Strategic brand management: Building, measuring, and managing brand equity (5th global ed.). Pearson. - Kotler, P., Keller, K. L., & Opresnik, M. O. (2023). Marketing-Management (16. Aufl.). Pearson Deutschland GmbH. - Esch, F.-R., & Esch, D. (2024). Strategie und Technik der Markenführung (10. Aufl.). Verlag Vahlen.		
Acquisition of skills	<u>Strategic Marketing & Marketing Planning /ILV / LV-Nr: MGL2 / 1.Semester / ECTS: 6</u> • The course Strategic Marketing and Marketing Planning prepares students for subsequent modules in the program. Students become familiar with selected core marketing instruments and their applications in marketing practice. They are able to explain which marketing theories underlie the marketing process and strategic instruments, and they can describe key theories and constructs related to consumer behavior as well as corporate and organizational behavior. • Students understand strategic marketing considerations and develop a fundamental understanding of entrepreneurial thinking. • Students prepare a supervised seminar paper on a marketing-related research question and apply fundamental principles of academic writing		
	<u>Advertising and Consumer Psychology (E) /ILV / LV-Nr: MGL3 / 1.Semester / ECTS: 4</u> The students understand the influence of human behavior on the perception and success of advertising. By linking psychological research competences and the knowledge of human behavior, students are able to analyze marketing measures for their target-group-specific preparation, to recognize reception patterns and to plan their own communication measures accordingly.		
	<u>Branding & Positioning(E) /ILV / LV-Nr: MGL4 / 3.Semester / ECTS: 4</u> The students get to know the basic strategies of brand management, can describe them and subsequently apply them. In addition, the students gain knowledge of various strategies for the successful positioning of products and services in the local and global market environment.		
	<u>Branding & Positioning /ILV / LV-Nr: MGL4 / 3.Semester / ECTS: 4</u> The students get to know the basic strategies of brand management, can describe them and subsequently apply them. In addition, the students gain knowledge of various strategies for the successful positioning of products and services in the local and global market environment.		
Course contents	<u>Strategic Marketing & Marketing Planning /ILV / LV-Nr: MGL2 / 1.Semester / ECTS: 6</u>		

	The course Strategic Marketing and Marketing Planning builds on the fundamental concepts, theories, and frameworks and applies them in practice-oriented and scientific contexts. In the online phases, students are introduced to the core concepts of marketing such as needs, desire, demand, and value proposition. By incorporating the STP model (Segmentation, Targeting & Positioning), the marketing management process is completed. To provide a solid foundation, the course also covers the marketing mix, the customer journey, social media, and the use of artificial intelligence as key elements of contemporary marketing practice. Particular emphasis is placed on designing a consistent customer experience as well as on current trends in sustainable and responsible marketing. Strategies for successful positioning, growth opportunities, and the implementation of market positioning are integrated into the overall framework, with essential tools such as SWOT analysis, portfolio models, and the
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Course contents	Ansoff matrix explored in greater depth. An additional focus is placed on services marketing, with its specific challenges and instruments.
	<u>Advertising and Consumer Psychology (E) /ILV / LV-Nr: MGL3 / 1.Semester / ECTS: 4</u> The course Advertising Psychology focuses on aspects of consumer psychology that form the basis for understanding consumer behavior. The focus here is on theories of consumer behavior that originate, for example, from the areas of activating processes (emotion, motivation, attitude), cognitive processes (reception, processing, and storage of information), or decision behavior as an interaction. During the course, methods for researching market experience and behavior are presented and a cornerstone is laid for understanding the effects of communication measures. Students are familiarized with important terms such as motivation, image, emotion, cognition or activation within the framework of this course and develop various theoretical approaches (e.g. perception, emotion, learning or attitude theory) on the basis of concrete tasks. This provides a basis for the analysis of the practical implementation (e.g. color and shape effect in print advertising).
	<u>Branding & Positioning(E) /ILV / LV-Nr: MGL4 / 3.Semester / ECTS: 4</u> The course provides an introduction and background to strategic brand management from a marketing and business perspective. Fundamental concepts such as brand development, brand building, brand management, the developments of a brand value are discussed theoretically and on the basis of case studies. The importance of differentiation for the brand and the subsequent brand management is also discussed. Through practical examples, the students learn how brands are built and designed.
	<u>Branding & Positioning /ILV / LV-Nr: MGL4 / 3.Semester / ECTS: 4</u> The course provides an introduction and background to strategic brand management from a marketing and business perspective. Fundamental concepts such as brand development, brand building, brand management, the developments of a brand value are discussed theoretically and on the basis of case studies. The importance of differentiation for the brand and the subsequent brand management is also discussed. Through practical examples, the students learn how brands are built and designed.
Teaching and learning methods	<u>Strategic Marketing & Marketing Planning /ILV / LV-Nr: MGL2 / 1.Semester / ECTS: 6</u> Group work, case studies, discussions, e-Learning
	<u>Advertising and Consumer Psychology (E) /ILV / LV-Nr: MGL3 / 1.Semester / ECTS: 4</u> Integrated course, discussions, case studies, group work, e-learning
	<u>Branding & Positioning(E) /ILV / LV-Nr: MGL4 / 3.Semester / ECTS: 4</u> Integrated course, discussions, case studies, group work, e-learning
	<u>Branding & Positioning /ILV / LV-Nr: MGL4 / 3.Semester / ECTS: 4</u> Integrated course, discussions, case studies, group work, e-learning
Evaluation Methods Criteria	<u>Strategic Marketing & Marketing Planning /ILV / LV-Nr: MGL2 / 1.Semester / ECTS: 6</u> Seminar paper Presentation
	<u>Advertising and Consumer Psychology (E) /ILV / LV-Nr: MGL3 / 1.Semester / ECTS: 4</u> written exam
	<u>Branding & Positioning(E) /ILV / LV-Nr: MGL4 / 3.Semester / ECTS: 4</u> Seminar paper Presentation
	<u>Branding & Positioning /ILV / LV-Nr: MGL4 / 3.Semester / ECTS: 4</u> Seminar paper Presentation

Module number:	Business Language	Scope:	
SPR		12	ECTS
Degree program	University of Applied Sciences Bachelor's Program Marketing & Kommunikation 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: - 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.		
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.
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Acquisition of skills	<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 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
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Course contents	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.
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:	Communication Management Essentials	Scope:	
KMG		10	ECTS
Degree program	University of Applied Sciences Bachelor's Program Marketing & Kommunikation Management full-time		
Position in the curriculum	2. Semester		
Level	2. Semester: Introduction		
Previous knowledge	2. Semester: none		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Communication Theory /VO / LV-Nr: KMG1 / 2.Semester / ECTS: 4</u> • Burkart, R. (2021). Kommunikationswissenschaft: Grundlagen und Problemfelder einer interdisziplinären Sozialwissenschaft (6. Aufl.). Böhlau UTB. • Spiller, R. (Hrsg.). (2022). Schlüsselwerke Theorien in der Kommunikationswissenschaft. Springer.		
	<u>Media Theory /VO / LV-Nr: KMG2 / 2.Semester / ECTS: 3</u> • Böhn, A., and Seidler, A. (2008). Mediengeschichte: Eine Einführung. Tübingen: Narr Verlag. • Hartmann, F. (2008). Medien und Kommunikation. Stuttgart: UTB. • Mersch, D. (2009). Medientheorien zur Einführung. Hamburg: Junius Verlag • Manovich, L. (2002). The language of new media. Cambridge, Mass.: MIT Press.		
	<u>Media Esthetics /ILV / LV-Nr: KMG3 / 2.Semester / ECTS: 3</u> - Sturken, M., & Cartwright, L. (2025). Practices of looking: An introduction to visual culture (4th ed.). Oxford University Press. - Manovich, L. (2017). Instagram and contemporary image. - Manovich, L., & Arielli, E. (2025). Artificial aesthetics: Generative AI, art and visual media. Bloomsbury Academic. - Rose, G. (2022). Visual methodologies (5th ed.). SAGE.		
Acquisition of skills	<u>Communication Theory /VO / LV-Nr: KMG1 / 2.Semester / ECTS: 4</u> The students understand the structure of communicative processes and can also look at them analytically. In addition to psychological, interpersonal models, the focus is on mass media communication processes. The preparation of the theories and models aims at transfer, analysis and application competence and generally at a better understanding of the often automated communication processes.		
	<u>Media Theory /VO / LV-Nr: KMG2 / 2.Semester / ECTS: 3</u> The students are able to remember central aspects of the history of media and understand definitions of media. In addition, the students know media theory positions, can classify them and can reflect them critically. They also apply this theoretical knowledge to the analysis and discussion of media situations. The function and effect of the media is conveyed, clarified and explained on the basis of different theoretical approaches.		
	<u>Media Esthetics /ILV / LV-Nr: KMG3 / 2.Semester / ECTS: 3</u> The students are able to analyze media-influenced esthetic perception processes and apply this knowledge to the construction of media artefacts. Central to this are the connections between the senses and perception, between style and taste formation as well as the resulting concepts of representation and visual culture. Application competencies for the acquired knowledge are consolidated through examples with a focus on new media.		
Course contents	<u>Communication Theory /VO / LV-Nr: KMG1 / 2.Semester / ECTS: 4</u> The comprehensive field of communication is tackled in the course Communication Theory and prepared as a foundation for further studies. In addition to definitions of terms, the following are also used in particular • Communication models (e.g. stimulus response, Maletzke, Lasswell formula, communication square, etc.) • Communication theories (e.g. agenda setting, gatekeeper, news factors, spiral of silence, etc.) • The book deals with the effects of communication and the ways of thinking of Luhmann, Habermas and Watzlawick. The theoretical preparation and subsequent exercises ensure an understanding of communication in practice.		
	<u>Media Theory /VO / LV-Nr: KMG2 / 2.Semester / ECTS: 3</u>		

	In this introductory course in media studies, emphasis is placed on the historical development, evolution, and impact of media. Drawing on canonical works of media theory, the course examines both individual and mass media. The subject matter is structured around key theoretical positions of influential media scholars and encompasses academic approaches to media theory, analytical methodologies, and the critical examination of media developments. Furthermore, the course addresses the application of media-theoretical concepts within the contexts of corporate communication and marketing. The following categories are the main teaching contents: • Media history and definitions • Significance of technology-based media (new/digital media) • Media theories according to Marshall McLuhan, Lev Manovich, Niklas Luhmann
	<u>Media Esthetics /ILV / LV-Nr: KMG3 / 2.Semester / ECTS: 3</u> An important part of the course is the influence of the media on social and cultural self-understanding. The interplay of sensory perception and the formation of taste plays just as central a role as technical reproducibility and the concept of representation. The reciprocal relationship between technology and media is also reflected in the context of style and sensory perception. Specific topics such as the reciprocal influence of the esthetic, material and formal composition of media or both the design and effect of media artefacts are to be developed within the framework of the course through literature studies and practical exercises by the students.

Teaching and learning methods	<u>Communication Theory /VO / LV-Nr: KMG1 / 2.Semester / ECTS: 4</u> lecture, group work, case studies, discussion, E-Learning
	<u>Media Theory /VO / LV-Nr: KMG2 / 2.Semester / ECTS: 3</u> Lecture, group work, case studies, discussions, e-learning
	<u>Media Esthetics /ILV / LV-Nr: KMG3 / 2.Semester / ECTS: 3</u> Integrated course, group work, case studies, discussions, e-learning
Evaluation Methods Criteria	<u>Communication Theory /VO / LV-Nr: KMG1 / 2.Semester / ECTS: 4</u> written exam
	<u>Media Theory /VO / LV-Nr: KMG2 / 2.Semester / ECTS: 3</u> written exam
	<u>Media Esthetics /ILV / LV-Nr: KMG3 / 2.Semester / ECTS: 3</u> written exam

Module number:	Marketing Research	Scope:	
MFO		13	ECTS
Degree program	University of Applied Sciences Bachelor's Program Marketing & Kommunikation Management full-time		
Position in the curriculum	2. Semester		
	3. Semester		
Level	2. Semester: Introduction / 2. Semester: Introduction & consolidation / 3. Semester: Consolidation		
Previous knowledge	2. Semester: none / 3. Semester: Market Research VO & UE		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Market Research /ILV / LV-Nr: MFO1 / 2.Semester / ECTS: 5</u> - Malhotra, N. K. (2020). Marketing research: An applied orientation (7th ed.). Pearson. - Saunders, M., Lewis, P., & Thornhill, A. (2019). Analysing data qualitatively. In M. Saunders, P. Lewis, & A. Thornhill (Eds.), Research methods for business students (pp. 668–738). Pearson.		
	<u>Marketing Consolidation /ILV / LV-Nr: MFO4 / 3.Semester / ECTS: 5</u> • Kotler, P., Keller, K.L., and Opresnik, M.O. (2017). Marketing-Management: Konzepte - Instrumente - Unternehmensfallstudien, Pearson Studium. • Esch, F.-R. (2018). Strategie und Technik der Markenführung. München: Vahlen Verlag.		
	<u>Scientific Work /SE / LV-Nr: MFO3 / 2.Semester / ECTS: 3</u> - Saunders, M., Lewis, P., & Thornhill, A. (2020). Research methods for business students (8th ed.). Pearson. - Döring, N., & Bortz, J. (2016). Forschungsmethoden und Evaluation in den Sozial- und Humanwissenschaften (5. Aufl.). Springer. - Homburg, C., Klarmann, M., & Vomberg, A. (2022). Handbook of market research (1st ed.). Springer. - selected scientific papers		
Acquisition of skills	<u>Market Research /ILV / LV-Nr: MFO1 / 2.Semester / ECTS: 5</u> Students possess sound disciplinary competence in state-of-the-art principles, approaches, and techniques of quantitative and qualitative (psychological) market research. They are able to design simple research designs, select appropriate methods, and collect, analyze, and critically interpret empirical data. Core elements of the research process are independently applied through practice-oriented exercises and case studies. Furthermore, students are able to critically evaluate research findings, reflect on methodological strengths and limitations, and derive well-founded conclusions as well as simple, practice-oriented recommendations for marketing-related issues.		
	<u>Marketing Consolidation /ILV / LV-Nr: MFO4 / 3.Semester / ECTS: 5</u> Students possess advanced knowledge of marketing planning and organization and are able to design, develop, implement, and analyze academic or applied marketing projects. They are capable of presenting their project results and proposed solutions in a structured manner, as well as justifying and defending their chosen approaches with well-founded arguments		
	<u>Scientific Work /SE / LV-Nr: MFO3 / 2.Semester / ECTS: 3</u> The students acquire basic knowledge of the academic research process and are familiar with the formal requirements of an academic paper. The students are able to design and implement less complex academic research.		
Course contents	<u>Market Research /ILV / LV-Nr: MFO1 / 2.Semester / ECTS: 5</u> The lecture on market research deals with the reappraisal of one's own basic principles and approaches. In addition to the definition of market research, fundamental areas such as tasks, areas of application and significance are theoretically prepared. Subsequently, the comprehensive research process is dealt with in its individual aspects theoretically and on the basis of a research problem: Problem definition, research design, planning and implementation (pilot studies, pre-tests, sampling, briefings), data collection, data entry and cleansing, evaluation, interpretation and final report. In addition, the potential of generative AI in this context is discussed.		
	<u>Marketing Consolidation /ILV / LV-Nr: MFO4 / 3.Semester / ECTS: 5</u> Drawing on the fundamentals of strategic marketing planning, students gain knowledge for the efficient and effective handling of marketing problems. This is done by among other things, the organization, implementation and reflection of academic and application-oriented, comprehensive tasks in the field of marketing.		
	<u>Scientific Work /SE / LV-Nr: MFO3 / 2.Semester / ECTS: 3</u>		

	In the course on research, the main aim is to familiarize students with the special features, rules and principles of academic and research work. Students are prepared to write seminar papers independently and at an academic level. This preparation includes a focus on dealing with literature as well as discussions about the quality of academic research - especially the concepts of intellectual honesty and intersubjective comprehensibility. Supplementary teaching content may include topics such as types of literature, types of use and citation, as well as definitions of terms, theses and hypotheses, and the derivation and limitation of topics.
Teaching and learning methods	<u>Market Research /ILV / LV-Nr: MFO1 / 2.Semester / ECTS: 5</u> Group work, case studies, discussions, e-Learning
	<u>Marketing Consolidation /ILV / LV-Nr: MFO4 / 3.Semester / ECTS: 5</u> Integrated course, group work, case studies, discussions, e-learning
	<u>Scientific Work /SE / LV-Nr: MFO3 / 2.Semester / ECTS: 3</u> Seminar, group work, case studies, discussions, e-learning

Evaluation Methods Criteria	<u>Market Research /ILV / LV-Nr: MFO1 / 2.Semester / ECTS: 5</u> Written exam
	<u>Marketing Consolidation /ILV / LV-Nr: MFO4 / 3.Semester / ECTS: 5</u> written exam
	<u>Scientific Work /SE / LV-Nr: MFO3 / 2.Semester / ECTS: 3</u> Written final paper Presentation

Module number:	Content Strategy & Creation	Scope:	
COC		10	ECTS
Degree program	University of Applied Sciences Bachelor's Program Marketing & Kommunikation Management full-time		
Position in the curriculum	2. Semester		
	3. Semester		
Level	2. Semester: E-Learning / 3. Semester: Consolidation		
Previous knowledge	2. Semester: none / 3. Semester: VO and UE content creation, ANM module		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Content Creation(E) /ILV / LV-Nr: COC1 / 2.Semester / ECTS: 6</u> • Pulizzi, J. (2014). Epic Content Marketing: How to tell a Different Story, Break Through the Clutter, and Win more Customers by Marketing Less, McGrawHill Education. • Albee, A. (2015). Digital Relevance: Developing Marketing Content and Strategies that Drive Results. Palgrave Macmillan. • Wäger, M. (2016). Grafik und Gestaltung: Design und Mediengestaltung von A-Z, Bonn: Reinwerk Design		
	<u>Content Creation 2 /UE / LV-Nr: COC3 / 3.Semester / ECTS: 4</u> • Pulizzi, J. (2014). Epic Content Marketing: How to tell a Different Story, Break Through the Clutter, and Win more Customers by Marketing Less, McGrawHill Education. • Albee, A. (2015). Digital Relevance: Developing Marketing Content and Strategies that Drive Results. Palgrave Macmillan. • Wäger, M. (2016). Grafik und Gestaltung: Design und Mediengestaltung von A-Z, Bonn: Reinwerk Design.		
Acquisition of skills	<u>Content Creation(E) /ILV / LV-Nr: COC1 / 2.Semester / ECTS: 6</u> Students are familiar with basic instruments of strategic content planning and the principles of digital content creation. They prepare content in a structured and target-group-oriented manner, identify relevant content creation trends, and apply them at a basic level. Based on given frameworks, they develop a basic content strategy, derive suitable content formats, and design simple, channel-appropriate content. In addition, they create basic editorial plans and briefings, evaluate content using selected quality criteria and key metrics, and take fundamental legal and ethical requirements of content creation into account.		
	<u>Content Creation 2 /UE / LV-Nr: COC3 / 3.Semester / ECTS: 4</u> Students acquire in-depth knowledge of content creation (also in dealing with generative AI). They will be able to independently develop concepts on behalf of customers and implement them in practice. They are also able to develop recommendations for action to optimize content and channels.		
Course contents	<u>Content Creation(E) /ILV / LV-Nr: COC1 / 2.Semester / ECTS: 6</u> The course Content Creation introduces fundamental terms, theories, and concepts of content creation and content strategy. It covers basic instruments of strategic content planning as well as principles for creating and structuring digital content. Students learn core concepts of content marketing, with a particular focus on graphic and visual design as well as photo and video content for relevant channels. In addition, the course addresses basic content strategies, editorial planning, fundamental quality criteria, selected metrics, and the legal and ethical foundations of content creation.		
	<u>Content Creation 2 /UE / LV-Nr: COC3 / 3.Semester / ECTS: 4</u> In the Content Creation 2 course, students focus on key aspects of strategic and operational content production for social media, including planning, managing, and executing content processes and developing target- and channel-specific content. The course also covers the use of generative AI, its functions, applications, and limitations, as well as practical methods for analyzing, evaluating, and optimizing content and channels.		
Teaching and learning methods	<u>Content Creation(E) /ILV / LV-Nr: COC1 / 2.Semester / ECTS: 6</u> Group work, case studies, discussion, E-Learning		
	<u>Content Creation 2 /UE / LV-Nr: COC3 / 3.Semester / ECTS: 4</u> Exercises, group work, case studies, discussions, e-learning		
Evaluation Methods Criteria	<u>Content Creation(E) /ILV / LV-Nr: COC1 / 2.Semester / ECTS: 6</u> Portfolio exam		
	<u>Content Creation 2 /UE / LV-Nr: COC3 / 3.Semester / ECTS: 4</u> Presentation		

Module number:	Strategic Communication	Scope:	
ANK		6	ECTS
Degree program	University of Applied Sciences Bachelor's Program Marketing & Kommunikation Management full-time		
Position in the curriculum	3. Semester		
Level	3. Semester: English version will be available soon		
Previous knowledge	3. Semester: Modul KMG		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Corporate Communications & PR /ILV / LV-Nr: ANK1 / 3.Semester / ECTS: 6</u> - Zerfaß, A., Piwinger, M., & Röttger, U. (Hrsg.). (2022). Handbuch Unternehmenskommunikation: Strategie – Management – Wertschöpfung. Springer Gabler. - Schroth, V., & Kochhan, C. (2025). Prozesse in der Unternehmenskommunikation optimal gestalten: Status quo und Perspektiven für die interne und externe Kommunikation. Springer Gabler.		
Acquisition of skills	<u>Corporate Communications & PR /ILV / LV-Nr: ANK1 / 3.Semester / ECTS: 6</u> Students acquire in-depth theoretical knowledge of the steps involved in developing a successful, harmonized communication concept and are able to strategically and systematically apply the associated communication instruments. They are capable of independently creating an integrated cross-media communication concept for corporate communication, considering multiple channels and organizational objectives. The course provides comprehensive insights into crisis communication, employer branding, and media relations. Students develop competencies in these areas, can critically evaluate and integrate key concepts and instruments, and apply them in complex, practice-oriented scenarios.		
Course contents	<u>Corporate Communications & PR /ILV / LV-Nr: ANK1 / 3.Semester / ECTS: 6</u> In this course the students get an overview of the different disciplines of corporate communication. In particular, the new challenges facing traditional organizational structures through digital channels are addressed. Building on this, the course covers strategic communication processes and their systematic analysis and structured representation within a communication concept.		
Teaching and learning methods	<u>Corporate Communications & PR /ILV / LV-Nr: ANK1 / 3.Semester / ECTS: 6</u> Integrated course, group work, case studies, discussions, e-learning		
Evaluation Methods Criteria	<u>Corporate Communications & PR /ILV / LV-Nr: ANK1 / 3.Semester / ECTS: 6</u> Project Presentation Homework Exam		

Module number:	Management	Scope:	
MGT		7	ECTS
Degree program	University of Applied Sciences Bachelor's Program Marketing & Kommunikation Management full-time		
Position in the curriculum	3. Semester		
Level	3. Semester: Introduction		
Previous knowledge	3. Semester: none		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Introduction to Law /ILV / LV-Nr: MGT1 / 3.Semester / ECTS: 3</u> • Bydlinski, P. (2010). Grundzüge des Privatrechts für Ausbildung und Praxis. Manz • Ferk, J., and Pollak, C. (2011). Grundzüge des Unternehmens- und Vertragsrechts Österreich/Slowenien. Hermagoras • Karl, H. (2010). Grundzüge des Urheber- und Verwertungsgesellschaftenrechts. Linde • Holoubek, M., Kassai, K., and Traimer, M. (2010). Grundzüge des Rechts der Massenmedien. Springer		
	<u>Strategic Management(E) /ILV / LV-Nr: MGT2 / 3.Semester / ECTS: 4</u> - Stadler, C., Hautz, J., Matzler, K., & von den Eichen, S. F. (2021). Open strategy: Mastering disruption from outside the C-suite. Wiley. - Hill, C. W. L., & Jones, F. R. (2008). Strategic management theory: An integrated approach (9th ed.). South-Western Cengage Learning. - Tidd, J., & Bessant, J. (2013). Managing innovation: Integrating technological, market, and organizational change (5th ed.). Wiley. - Witcher, B. (2019). Absolute essentials of strategic management (1st ed.). Routledge.		
Acquisition of skills	<u>Introduction to Law /ILV / LV-Nr: MGT1 / 3.Semester / ECTS: 3</u> The students know the most important laws and legal bases for the planning and implementation of events, the conception and design of graphic or multimedia projects and the implementation of marketing measures. For this purpose, students will be introduced to the areas of Internet law, copyright law, and trademark law. This enables them to identify the legal issues of their projected everyday working life and to analyze them in line with the necessary precautions. Above all, they can thus avoid possible misconduct in connection with the implementation of projects and in the sense of relevant contract and copyright law from the outset.		
	<u>Strategic Management(E) /ILV / LV-Nr: MGT2 / 3.Semester / ECTS: 4</u> The students are prepared to take a critical look at central points of strategic management and to develop and formulate their own strategic options. The students are able to link these concepts with organizational theory and management theories in such a way that holistic problem solutions for complex entrepreneurial problems can be developed.		
Course contents	<u>Introduction to Law /ILV / LV-Nr: MGT1 / 3.Semester / ECTS: 3</u> The introductory lecture from the legal field imparts knowledge of the Austrian legal system to the students. Basic knowledge that is relevant for business economists is taught in a manner adapted to the course of study and implemented in a practical way. Above all, sub-areas of private, corporate and company law are worked on. Constitution and principles, organs, functions, system of legal protection, liability provisions and contract law are only some of the terms defined, explained and discussed in the course. Students also gain an initial insight into the areas of commercial, corporate and competition law. The curriculum should also enable students to learn about relevant areas of law for the integrative case studies within the framework of this course - these include individual areas from the areas of copyright and event law and selected areas of commercial and corporate law. In order to provide students with in-depth and relevant legal knowledge, special areas of law for marketing specialists are selected. Examples of the individual areas would be: • Internet law • Copyright • Trademark law (intellectual property law)		
	<u>Strategic Management(E) /ILV / LV-Nr: MGT2 / 3.Semester / ECTS: 4</u> In this course, key approaches of strategic management are systematically linked with management models as well as organizational and innovation management. The focus is on the integrated analysis of strategic decision-making processes, taking into account organizational theory and management-oriented perspectives. Central questions such as the definition of long-term objectives, the selection of business fields, and measures to sustain competitiveness are jointly developed and discussed on the basis of comprehensive foundational knowledge. In addition, the subject areas of the market and competition, organization and creativity/innovation, as well as the development of business models, are covered as core course content.		
Teaching and learning methods	<u>Introduction to Law /ILV / LV-Nr: MGT1 / 3.Semester / ECTS: 3</u>		

	Presentation, group work, case studies, discussions, e-learning
	<u>Strategic Management(E) /ILV / LV-Nr: MGT2 / 3.Semester / ECTS: 4</u>
	Integrated course, group work, case studies, discussions, e-learning
Evaluation Methods Criteria	<u>Introduction to Law /ILV / LV-Nr: MGT1 / 3.Semester / ECTS: 3</u> written exam

Evaluation Methods Criteria	<u>Strategic Management(E) /ILV / LV-Nr: MGT2 / 3.Semester / ECTS: 4</u> Project Exam
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Module number:	Professional Practice & International Experience	Scope:	
PRA		39	ECTS
Degree program	University of Applied Sciences Bachelor's Program Marketing & Kommunikation Management full-time		
Position in the curriculum	3. Semester		
	4. Semester		
	6. Semester		
Level	3. Semester: Consolidation / 4. Semester: Consolidation / 6. Semester: Consolidation / 6. Semester: English version will be available soon		
Previous knowledge	3. Semester: Basic subjects / 4. Semester: basic subjects / 6. Semester: basic subjects		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Practical Project 2 (E) /PT / LV-Nr: PRA2 / 4.Semester / ECTS: 5</u> • Timinger, H. (2017). Modernes Projektmanagement: Mit traditionellem, agilem und hybridem Vorgehen zum Erfolg, Weinheim: Wiley Verlag. • Preußig, J. (2018). Agiles Projektmanagement: Agilität und Scrum im klassischen Projektumfeld, Freiburg: Haufe Verlag.		
	<u>Bachelor Thesis Seminar /SE / LV-Nr: PRA3 / 6.Semester / ECTS: 4</u> - Saunders, M., Lewis, P., & Thornhill, A. (2020). Research methods for business students (8th ed.). Pearson. - Döring, N., & Bortz, J. (2016). Forschungsmethoden und Evaluation in den Sozial- und Humanwissenschaften (5. Aufl.). Springer. - Homburg, C., Klarmann, M., & Vomberg, A. (2022). Handbook of market research (1st ed.). Springer.		
	<u>Bachelor thesis /SE / LV-Nr: PRA4 / 6.Semester / ECTS: 6</u> - Saunders, M., Lewis, P., & Thornhill, A. (2020). Research methods for business students (8th ed.). Pearson. - Döring, N., & Bortz, J. (2016). Forschungsmethoden und Evaluation in den Sozial- und Humanwissenschaften (5. Aufl.). Springer. - Homburg, C., Klarmann, M., & Vomberg, A. (2022). Handbook of market research (1st ed.). Springer.		
	<u>Internship /BPR / LV-Nr: PRA5 / 6.Semester / ECTS: 20</u> • Brenner, D. (2007). Schön, dass Sie da sind!: Karrierestart nach dem Studium. BW Verlag.		
	<u>Practical Project 1 /PT / LV-Nr: PRA1 / 3.Semester / ECTS: 4</u> • Timinger, H. (2017). Modernes Projektmanagement: Mit traditionellem, agilem und hybridem Vorgehen zum Erfolg, Weinheim: Wiley Verlag. • Preußig, J. (2018). Agiles Projektmanagement: Agilität und Scrum im klassischen Projektumfeld, Freiburg: Haufe Verlag.		
Acquisition of skills	<u>Practical Project 2 (E) /PT / LV-Nr: PRA2 / 4.Semester / ECTS: 5</u> Students gain practical experience through project-based work, conducting applied observations and analyses, developing a critical awareness of relevant issues, and independently formulating evidence-based solutions. In the process, they deepen their discipline-specific competencies while simultaneously strengthening complementary skills such as teamwork, risk management, budgeting, and economically responsible decision-making.		
	<u>Bachelor Thesis Seminar /SE / LV-Nr: PRA3 / 6.Semester / ECTS: 4</u> Students are able to prepare a topic from the field of Marketing and Communication Management in a scholarly manner and to independently develop and systematically address a central research question. They are capable of planning their work processes autonomously, managing their time effectively, and organizing the project within the given framework		
	<u>Bachelor thesis /SE / LV-Nr: PRA4 / 6.Semester / ECTS: 6</u> The participants are able to academically prepare a topic from the department of marketing and communication management and to independently work on a central question. The students' self-organization and time management skills are encouraged.		
	<u>Internship /BPR / LV-Nr: PRA5 / 6.Semester / ECTS: 20</u> The students can apply their acquired knowledge in professional practice. Both the understanding of processes in the professional environment and the implementation and solution of a project are learned (practical competence). Arguments, problem solutions and strategies independently (problem-solving competence) can be independently worked out and further developed. In addition, they deepen, further develop and profitably implement the knowledge of communication with superiors, employees and colleagues (social competence).		
	<u>Practical Project 1 /PT / LV-Nr: PRA1 / 3.Semester / ECTS: 4</u>		

	Students gain practical experience through project-based work, conducting applied observations and analyses, developing a critical awareness of relevant issues, and independently formulating evidence-based solutions. In the process, they deepen their discipline-specific competencies while simultaneously strengthening complementary skills such as teamwork, risk management, budgeting, and economically responsible decision-making.
Course contents	<u>Practical Project 2 (E) /PT / LV-Nr: PRA2 / 4.Semester / ECTS: 5</u> To prepare the students optimally for problems in working life, practical tasks are worked on in groups, or field experiences are obtained under the guidance of the course instructors. The students contribute their acquired knowledge and compare it with observations and experiences in the context of the integrative case studies. 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 instructor if necessary: Planning, coordination, budgeting, control, evaluation and final reporting are in the hands of the students.

Course contents	<u>Bachelor Thesis Seminar /SE / LV-Nr: PRA3 / 6.Semester / ECTS: 4</u> In the bachelor thesis seminar, students work on a study- and education-related research question at an academic level within a given timeframe. They systematically apply scientific methods, engage with the topic from theoretical and interdisciplinary perspectives, and critically discuss their results. The bachelor thesis may also be linked to the professional internship, allowing current and concrete problems to be examined both with academic rigor and in a practice-oriented manner.
	<u>Bachelor thesis /SE / LV-Nr: PRA4 / 6.Semester / ECTS: 6</u> Within a given period of time, the students should academically research a question relevant to their studies and education within the framework of a Bachelor thesis. Using academic methods, the topic is to be worked on and discussed independently – this takes place in an interdisciplinary context and in the form of a theoretical examination of an academic question. The Bachelor thesis can be written with a practical reference from the internship and thus academically and practically deal with a current and tangible problem.
	<u>Internship /BPR / LV-Nr: PRA5 / 6.Semester / ECTS: 20</u> • Supplementing the theoretical knowledge of the students with practical activities and questions of commercial law in practice. • At least 500 working hours at an external company with full employment. • The internship ensures that the students are able to find their way around when they start their professional life and gain confidence in the implementation of their acquired knowledge through the experience they have already gained. • Processes, workflows and situations in the professional environment should be learned and understood. • Support of the students during their internship: Reflection, discussion of problems and success stories.
	<u>Practical Project 1 /PT / LV-Nr: PRA1 / 3.Semester / ECTS: 4</u> To prepare the students optimally for problems in working life, practical tasks are worked on in groups, or field experiences are obtained under the guidance of the course instructors. The students contribute their acquired knowledge and compare it with observations and experiences in the context of the integrative case studies. 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 instructor if necessary: Planning, coordination, budgeting, control, evaluation and final reporting are in the hands of the students.
Teaching and learning methods	<u>Practical Project 2 (E) /PT / LV-Nr: PRA2 / 4.Semester / ECTS: 5</u> Project
	<u>Bachelor Thesis Seminar /SE / LV-Nr: PRA3 / 6.Semester / ECTS: 4</u> Seminar, discussions, group work
	<u>Bachelor thesis /SE / LV-Nr: PRA4 / 6.Semester / ECTS: 6</u> Research-Based Learning
	<u>Internship /BPR / LV-Nr: PRA5 / 6.Semester / ECTS: 20</u> k.A
	<u>Practical Project 1 /PT / LV-Nr: PRA1 / 3.Semester / ECTS: 4</u> Project
Evaluation Methods Criteria	<u>Practical Project 2 (E) /PT / LV-Nr: PRA2 / 4.Semester / ECTS: 5</u> Report Presentation
	<u>Bachelor Thesis Seminar /SE / LV-Nr: PRA3 / 6.Semester / ECTS: 4</u> Participation
	<u>Bachelor thesis /SE / LV-Nr: PRA4 / 6.Semester / ECTS: 6</u> Bachelor's thesis
	<u>Internship /BPR / LV-Nr: PRA5 / 6.Semester / ECTS: 20</u> Internship report
	<u>Practical Project 1 /PT / LV-Nr: PRA1 / 3.Semester / ECTS: 4</u> Report Presentation

Module number:	Digital Media Literacy	Scope:	
MEK		6	ECTS
Degree program	University of Applied Sciences Bachelor's Program Marketing & Kommunikation Management full-time		
Position in the curriculum	4. Semester		
Level	4. Semester: Consolidation		
Previous knowledge	4. Semester: Modul KMG, Modul ANK		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Media Literacy /ILV / LV-Nr: MEK1 / 4.Semester / ECTS: 6</u> - Mertens, C., Basten, M., Günter, J., Schaper, A., & Trapp, A. (2025). Medienkompetenz für die digitale Welt: Ein praktischer Wegweiser. Transcript. - Sperry, C., & Scheibe, C. (2022). Teaching students to decode the world: Media literacy and critical thinking across the curriculum. ASCD. - Hüffel, C., Rohrer, A., Wallner, A.-M., & Süßenbacher, D. (Hrsg.). (2017). Medien und Politik: Zur Lage der Zukunft der Medien(landschaft) in Österreich. Holzhausen Verlag.		
Acquisition of skills	<u>Media Literacy /ILV / LV-Nr: MEK1 / 4.Semester / ECTS: 6</u> Students possess in-depth knowledge of the structure and characteristics of the Austrian media landscape and can classify and critically reflect on different areas of media literacy. They are able to analyze the economic interconnections of various media sectors at both national and international levels and discuss their influence on media production and distribution. Additionally, they engage with current developments in digital media, regulatory frameworks, and media-economic interrelations.		
Course contents	<u>Media Literacy /ILV / LV-Nr: MEK1 / 4.Semester / ECTS: 6</u> In this course, students engage with current media-ethical issues as well as key debates in theory and practice. They examine the structure and functioning of the Austrian media landscape and analyze its significance in an international context. The course covers criteria for classifying and evaluating media quality, as well as the influence and specific characteristics of Austrian media policy. In addition, students gain insights into the organization, structure, and operations of media companies and acquire practical experience with selected areas of media literacy.		
Teaching and learning methods	<u>Media Literacy /ILV / LV-Nr: MEK1 / 4.Semester / ECTS: 6</u> Lectures, group assignments, presentations, exercises		
Evaluation Methods Criteria	<u>Media Literacy /ILV / LV-Nr: MEK1 / 4.Semester / ECTS: 6</u> Portfolio		

Module number:	Marketing Management	Scope:	
MMT		3	ECTS
Degree program	University of Applied Sciences Bachelor's Program Marketing & Kommunikation Management full-time		
Position in the curriculum	4. Semester		
Level	4. Semester: Consolidation		
Previous knowledge	4. Semester: Modul MGL		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Marketingmanagement & Controlling(E) /ILV / LV-Nr: MMT2 / 4.Semester / ECTS: 3</u> - Ergenzinger, R., Zenhäusern, R., Janoschka, A., & Thommen, J.-P. (2020). Marketing: Konzepte, Strategien, Instrumente, Controlling. Versus Verlag. - Kotler, P., & Armstrong, G. (2023). Principles of marketing (19th ed.). Pearson Education International. - Kotler, P., Keller, K. L., Bliemel, F., & Sistenich, F. (2016). Marketing management (3rd ed.). Pearson Education International. - Farris, P. W., Bendle, N. T., Pfeifer, P. E., & Reibstein, D. J. (2010). Marketing metrics: The definitive guide to measuring marketing performance. Pearson Education Incorporated. - Davis, J. A. (2013). Measuring marketing: 110 key metrics every marketer needs (2nd ed.). Wiley.		
Acquisition of skills	<u>Marketingmanagement & Controlling(E) /ILV / LV-Nr: MMT2 / 4.Semester / ECTS: 3</u> In order to impart in-depth marketing knowledge, students must be able to explain the principle of market-oriented business management. They understand that marketing as a management task covers different areas such as the definition of planning, control, monitoring and coordination of all marketing activities. After completing the course Marketing Management and Controlling, students will be able to question the effectiveness and efficiency of market-oriented business management. They know how the formulated goals are achieved and whether the selected measures represent the optimal way of achieving them. In order to measure the achievement of objectives, students are given an overview of possible KPIs in various areas of the company and can apply situation-relevant KPIs. The product management system is addressed as a snapshot and the associated company-internal processes are dealt with.		
Course contents	<u>Marketingmanagement & Controlling(E) /ILV / LV-Nr: MMT2 / 4.Semester / ECTS: 3</u> In this course, students engage with the fundamental principles of market-oriented management as well as the effectiveness and efficiency of market-oriented business practices. They learn about the use of Key Performance Indicators (KPIs) across different areas of a company and analyze their possible applications. The course also covers market analysis and models for brand and customer value. Additional topics include product management and pricing strategies, as well as marketing management and controlling models in various situational contexts. Furthermore, students work on practical assignments to link theoretical models with real-world business applications.		
Teaching and learning methods	<u>Marketingmanagement & Controlling(E) /ILV / LV-Nr: MMT2 / 4.Semester / ECTS: 3</u> Integrated course, group work, case studies, discussions, e-learning		
Evaluation Methods Criteria	<u>Marketingmanagement & Controlling(E) /ILV / LV-Nr: MMT2 / 4.Semester / ECTS: 3</u> Exam		

Module number:	Marketing Applications	Scope:	
ANM		16	ECTS
Degree program	University of Applied Sciences Bachelor's Program Marketing & Kommunikation Management full-time		
Position in the curriculum	4. Semester		
Level	4. Semester: Consolidation		
Previous knowledge	4. Semester: Modul MGL / 4. Semester: Modul MGL		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Omnichannel Marketing Communications(E) /SE / LV-Nr: ANM1 / 4.Semester / ECTS: 5</u> • Palmatier, R. W., Sividas, E., Stern, L. W., and El-Ansary, A. I. (2019). Marketing Channel Strategy: An Omnichannel Approach, London: Routledge Verlag. • Bruhn, M. (2018). Kommunikationspolitik: Systematischer Einsatz der Kommunikation für Unternehmen, München: Vahlen Verlag. • Meffert, H., Burmann, Ch., Kirchberg, M., and Eisenzeit, M. (2018). Marketing: Grundlagen marktorientierter Unternehmensführung Konzepte – Instrumente – Praxisbeispiele, Wiesbaden: Springer Gabler.		
	<u>Product Development & Service Design /UE / LV-Nr: ANM2 / 4.Semester / ECTS: 5</u> - Wirtz, J. (2023). Essentials of Services Marketing. Pearson.		
	<u>Online Marketing /SE / LV-Nr: ANM3 / 4.Semester / ECTS: 6</u> - Chaffey, D., & Ellis-Chadwick, F. (2019). Digital marketing: Strategy, implementation and practice (7th ed.). Pearson. - Lammenett, E. (2025). Praxiswissen Online-Marketing: Affiliate-, Influencer-, Content-, Social-Media-, Amazon-, Voice-, B2B-, Sprachassistenten- und E-Mail-Marketing, Google Ads, SEO, künstliche Intelligenz (9th ed.). Springer. - Kreutzer, R. T. (2022). Online Marketing (3rd ed.). Springer.		
Acquisition of skills	<u>Omnichannel Marketing Communications(E) /SE / LV-Nr: ANM1 / 4.Semester / ECTS: 5</u> The students are able to independently create and operationalize integrated marketing concepts. They master the methods of marketing management in detail, know the advantages and disadvantages of the various communication channels (including online and e-marketing), can innovatively combine the various media and master the ability to implement the marketing methods and communication channels learned so far in the form of 360° communication. The knowledge acquired so far about the significance, usability and costs of communication channels is made applicable.		
	<u>Product Development & Service Design /UE / LV-Nr: ANM2 / 4.Semester / ECTS: 5</u> The development and design of new products and services is one of the most important and risky challenges facing companies. After this course, students will be able to name the stages of product development and explain how companies generate and implement ideas for new products.		
	<u>Online Marketing /SE / LV-Nr: ANM3 / 4.Semester / ECTS: 6</u> Students acquire comprehensive knowledge of online marketing and are proficient in key channels and formats, including search engine marketing (SEM), social media marketing, and the application of artificial intelligence. They are capable of critically analyzing the opportunities and risks associated with digital marketing initiatives. Furthermore, they are able to evaluate and compare different online marketing instruments, assess their effectiveness, and formulate evidence-based recommendations for practical optimization.		
Course contents	<u>Omnichannel Marketing Communications(E) /SE / LV-Nr: ANM1 / 4.Semester / ECTS: 5</u> Based on the contents of the previous semesters, which dealt with both classical and new media and communication channels of internal and external corporate communication and the underlying marketing strategies, in this course the students learn the integrative combination of the different communication measures (thus also the interweaving of monological and dialogical) in theory and through case studies. Whereas the focus in the course Advertising and Media Planning was on classical media, the more complex dialogical media are in the foreground here.		
	<u>Product Development & Service Design /UE / LV-Nr: ANM2 / 4.Semester / ECTS: 5</u> In this course, students become familiar with the core principles and practices of product development, design, marketing, and the launch of new products and services. Students learn marketing strategies that support the introduction of new products and services to the market. The differences between products and services are also addressed, including the opportunities and challenges associated with the use of generative artificial intelligence.		
	<u>Online Marketing /SE / LV-Nr: ANM3 / 4.Semester / ECTS: 6</u>		

	Online marketing measures are presented. From search engine marketing and AI in marketing to marketing on one's own and other websites. Special features of these forms of marketing are addressed as well as target group approach, costs and impact measurement.
Teaching and learning methods	<u>Omnichannel Marketing Communications(E) /SE / LV-Nr: ANM1 / 4.Semester / ECTS: 5</u>
	Seminar, group work, case studies, discussions, e-learning
	<u>Product Development & Service Design /UE / LV-Nr: ANM2 / 4.Semester / ECTS: 5</u> Seminar paper and/or presentation

Teaching and learning methods	<u>Online Marketing /SE / LV-Nr: ANM3 / 4.Semester / ECTS: 6</u> Seminar, group work, case studies, discussions, e-learning
Evaluation Methods Criteria	<u>Omnichannel Marketing Communications(E) /SE / LV-Nr: ANM1 / 4.Semester / ECTS: 5</u> Exam
	<u>Product Development & Service Design /UE / LV-Nr: ANM2 / 4.Semester / ECTS: 5</u> Seminar paper
	<u>Online Marketing /SE / LV-Nr: ANM3 / 4.Semester / ECTS: 6</u> written exam

Module number:	International	Scope:	
INT		30	ECTS
Degree program	University of Applied Sciences Bachelor's Program Marketing & Kommunikation Management full-time		
Position in the curriculum	5. Semester		
Level	5. Semester: Bachelor / 5. Semester: k.A / 5. Semester: k.A.		
Previous knowledge	5. Semester: k.A. / 5. Semester: none		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Business Studies (E) /ILV / LV-Nr: INT BST / 5.Semester / ECTS: 5</u> k.A.		
	<u>Electives (E) /ILV / LV-Nr: INT EL / 5.Semester / ECTS: 10</u> k.A.		
	<u>Marketing & Communications (E) /ILV / LV-Nr: INT MKT / 5.Semester / ECTS: 15</u> k.A.		
Acquisition of skills	<u>Business Studies (E) /ILV / LV-Nr: INT BST / 5.Semester / ECTS: 5</u> Above all, the personality-building aspect of the semester abroad is to be regarded as a beneficial acquisition of competence. In addition, foreign language skills are acquired, deepened and/or expanded. The ability to understand and adapt to other cultures also proves to be an effective teaching content of this module. Marketing and communication management are learned/understood in an international and intercultural context and are also expanded professionally through relevant courses.		
	<u>Electives (E) /ILV / LV-Nr: INT EL / 5.Semester / ECTS: 10</u> Above all, the personality-building aspect of the semester abroad is to be regarded as a beneficial acquisition of competence. In addition, foreign language skills are acquired, deepened and/or expanded. The ability to understand and adapt to other cultures also proves to be an effective teaching content of this module. Marketing and communication management are learned/understood in an international and intercultural context and are also expanded professionally through relevant courses.		
	<u>Marketing & Communications (E) /ILV / LV-Nr: INT MKT / 5.Semester / ECTS: 15</u> Above all, the personality-building aspect of the semester abroad is to be regarded as a beneficial acquisition of competence. In addition, foreign language skills are acquired, deepened and/or expanded. The ability to understand and adapt to other cultures also proves to be an effective teaching content of this module. Marketing and communication management are learned/understood in an international and intercultural context and are also expanded professionally through relevant courses.		
Course contents	<u>Business Studies (E) /ILV / LV-Nr: INT BST / 5.Semester / ECTS: 5</u> During their stay abroad at the partner university, the students must complete courses in the field of "Business Studies" totaling 4 ECTS - the teaching agreements must be agreed in advance with the director of study course by means of the Learning Agreement.		
	<u>Electives (E) /ILV / LV-Nr: INT EL / 5.Semester / ECTS: 10</u> During their stay abroad at the partner university, the students must complete courses in the field of "Electives" to the extent of 10 ECTS - the teaching agreements must be agreed in advance by means of the Learning Agreement.		
	<u>Marketing & Communications (E) /ILV / LV-Nr: INT MKT / 5.Semester / ECTS: 15</u> During their stay abroad at the partner university, the students must complete 15 ECTS courses in the field of "Marketing & Communications" - the teaching agreements must be agreed in advance with the director of study course by means of the Learning Agreement.		
Teaching and learning methods	<u>Business Studies (E) /ILV / LV-Nr: INT BST / 5.Semester / ECTS: 5</u> k.A.		
	<u>Electives (E) /ILV / LV-Nr: INT EL / 5.Semester / ECTS: 10</u> k.A.		
	<u>Marketing & Communications (E) /ILV / LV-Nr: INT MKT / 5.Semester / ECTS: 15</u> English version will be available soon		
Evaluation Methods Criteria	<u>Business Studies (E) /ILV / LV-Nr: INT BST / 5.Semester / ECTS: 5</u> determined by the respective partner university		

	<u>Electives (E) /ILV / LV-Nr: INT EL / 5.Semester / ECTS: 10</u> determined by the respective partner university
	<u>Marketing & Communications (E) /ILV / LV-Nr: INT MKT / 5.Semester / ECTS: 15</u> determined by the respective partner university

2.3.2 Module descriptions part-time

Module number:	Communication & Collaboration Skills	Scope:	
SKT		4	ECTS
Degree program	University of Applied Sciences Bachelor's Program Marketing & Kommunikation Management part-time		
Position in the curriculum	1. Semester		
Level	1. Semester: Introduction		
Previous knowledge	1. Semester: none		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Projektmanagement /ILV / LV-Nr: SKT1 / 1.Semester / ECTS: 3</u> • Timinger, H. (2017). Modernes Projektmanagement: Mit traditionellem, agilem und hybridem Vorgehen zum Erfolg, Weinheim: Wiley Verlag. • Preußig, J. (2018). Agiles Projektmanagement: Agilität und Scrum im klassischen Projektumfeld, Freiburg: Haufe Verlag.		
	<u>Teambuilding /ILV / LV-Nr: SKT3 / 1.Semester / ECTS: 1</u> • Schulz von Thun, F. (2004). Miteinander reden (Band 1 – 3). Rororo • Bender S. (2015). Teamentwicklung: Der effektive Weg zum "Wir", Beck-Wirtschaftsberater im dtv.		
Acquisition of skills	<u>Projektmanagement /ILV / LV-Nr: SKT1 / 1.Semester / ECTS: 3</u> The students can define, conceive, plan, implement and evaluate complex projects. Planning and control in the areas of resources and budget is conveyed in a practical way. The students are able to plan and carry out projects holistically and with consideration of the critical aspects.		
	<u>Teambuilding /ILV / LV-Nr: SKT3 / 1.Semester / ECTS: 1</u> Following the course, students will have practical skills in team building and group dynamics, will be able to steer groups, lead small teams and know approaches to personnel management.		
Course contents	<u>Projektmanagement /ILV / LV-Nr: SKT1 / 1.Semester / ECTS: 3</u> After the basic definition of the project management functions in the context of a marketing and communication project, the students are introduced to their practical use. In particular, the tasks of the project manager and the most important project management tools and methods are discussed. The course content includes the project concept and project types as well as performance planning, resource and cost planning, project organization, IT-supported project documentation and the concluding project manual.		
	<u>Teambuilding /ILV / LV-Nr: SKT3 / 1.Semester / ECTS: 1</u> Under the supervision of the instructors, students are systematically introduced to the new context of higher education as well as to the organizational, social, and communicative framework conditions of their studies. The following topics are addressed in particular: - Orientation within the higher education environment and institutional structures - Foundations of collaboration in study groups - Fundamentals of communicative action - Introduction to theories of team building		
Teaching and learning methods	<u>Projektmanagement /ILV / LV-Nr: SKT1 / 1.Semester / ECTS: 3</u> group work, discussion, project work, presentation		
	<u>Teambuilding /ILV / LV-Nr: SKT3 / 1.Semester / ECTS: 1</u> Integrated course, group work, discussions		
Evaluation Methods Criteria	<u>Projektmanagement /ILV / LV-Nr: SKT1 / 1.Semester / ECTS: 3</u> Report		
	<u>Teambuilding /ILV / LV-Nr: SKT3 / 1.Semester / ECTS: 1</u> Participation		

Module number:	Business Essentials	Scope:	
WWI		8	ECTS
Degree program	University of Applied Sciences Bachelor's Program Marketing & Kommunikation Management part-time		
Position in the curriculum	1. Semester		
Level	1. Semester: Introduction		
Previous knowledge	1. Semester: none		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Introduction to Accounting and Finance /ILV / LV-Nr: WWI3 / 1.Semester / ECTS: 4</u> • Buchholz, L./ Gerhards, R. (2016): Internes Rechnungswesen, Kosten- und Leistungsrechnung, Betriebsstatistik und Planungsrechnung • Deimel, K./ Erdmann, G./ Isemann, R./ Müller, S. (2017): Kostenrechnung, Das Lehrbuch für Bachelor, Master und Praktiker • Geirhofer, S./ Hebrank, C. (2016): Grundlagen Buchhaltung und Bilanzmanagement, 4. Aufl. • Coenenberg, A.G./ Haller, A./ Et. Al. (2018): Einführung in das Rechnungswesen: Grundlagen der Buchführung und Bilanzierung, 7. Aufl. • Wedell, H./ Dilling, A.A. (2018): Grundlagen des Rechnungswesens, 16. Aufl. Breidenbach, K., & Währisch, M. (2017): Buchhaltung und Jahresabschluss, 4. Aufl. • Schmidt, M., Auer, B., & Schmidt, P. (2012): Buchführung und Bilanzierung: Eine anwendungsorientierte Einführung		
	<u>Introduction to BWL /VO / LV-Nr: WWI1 / 1.Semester / ECTS: 2</u> • Vahs, D./ Schäfer-Kunz, J. (2015): Einführung in die Betriebswirtschaftslehre, 7. Aufl. • Thommen, J.-P./ Achleitner, A.-K./ et. Al. (2017): Allgemeine Betriebswirtschaftslehre: Umfassende Einführung aus managementorientierter Sicht, 8. Aufl. • Schweitzer, M./ Baumeister, A. (2015): Allgemeine Betriebswirtschaftslehre, 11. Aufl. • Hutzschenreuter, T. (2015): Allgemeine Betriebswirtschaftslehre, 6. Aufl. • Wöhe, G./ Döring, U./ Brösel, G. (2016): Einführung in die Allgemeine Betriebswirtschaftslehre, 26. Aufl. • Weber, W./ Kabst, R./ Baum, M. (2018): Einführung in die Betriebswirtschaftslehre, 10. Aufl.		
	<u>Introduction to VWL /VO / LV-Nr: WWI2 / 1.Semester / ECTS: 2</u> • Pindyck, R. S., & Rubinfeld, D. L. (2018). Mikroökonomie. Pearson Deutschland GmbH • Varian, H. R. (2014). Grundzüge der Mikroökonomik. Walter de Gruyter GmbH & Co KG.Deutschland GmbH. • Münster, M.T. (2018), Mikroökonomie, Wettbewerb und strategisches Verhalten. UTB GmbH • Natrop, J. (2012). Grundzüge der angewandten Mikroökonomie. Walter de Gruyter GmbH & Co KG.Deutschland GmbH		
Acquisition of skills	<u>Introduction to Accounting and Finance /ILV / LV-Nr: WWI3 / 1.Semester / ECTS: 4</u> External accounting: The students: • Know the fundamentals of mapping business decisions in the accounting system • Know and understand the basic concepts and subareas of accounting • Understand the technology and internal structure of double-entry bookkeeping • Can assess the structure of an accounting system and the characteristics of different account types • Can make simple business postings to balance sheet and profit and loss accounts and create posting records • Recognize the significant effects of business transactions on the balance sheet and income statement Internal Accounts: The students: • Know the tasks and solutions of cost and revenue accounting with its subsystems (cost element, cost center and cost unit accounting) • Can differentiate the terms payments - disbursements, revenues - expenses, revenue - expenses from each other • Can describe the organizational structure of a cost accounting system and the main cost accounting systems • Know the systems of cost accounting (partial and full cost accounting).		
	<u>Introduction to BWL /VO / LV-Nr: WWI1 / 1.Semester / ECTS: 2</u> professional-academic competences: The students: • Identify the different business subareas • Understand the fundamentals of marketing • Understand the fundamentals of personnel management • Know the structure of a business and typical business processes and are familiar with the basic constitutive factors of a business • Recognize relationships in the sense of the various relationships between the business functions • Can clearly differentiate central business terms from each other • Identify the most important constitutional and functional corporate decisions		

	<u>Introduction to VWL /VO / LV-Nr: WWI2 / 1.Semester / ECTS: 2</u> Students are able to • name the essential components of a market model and discuss the market equilibrium as an interaction of supply and demand • identify the determinants of consumer demand and explain how they respond to external factors such as changes in income
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Acquisition of skills	• explain both the potentials and the limitations of market models based on real-world markets, for example the housing or labor market, and to buttress abstract models with real-life examples • understand production decisions in companies and interpret the influences of market structures on price setting • examine and critically evaluate current developments on the basis of models • name the essential components and institutions of a national economy and explain how they function • identify macroeconomic indicators such as gross domestic product or consumer price index and explain their meaning • conduct independent research on indicators important for economic growth and inflation and to present current developments in this regard
Course contents	<u>Introduction to Accounting and Finance /ILV / LV-Nr: WWI3 / 1.Semester / ECTS: 4</u> External accounting: • Structure of the accounting system • Fundamentals of operational accounting: Tasks, sub-areas and basic concepts • Commercial accounting system: From inventory to opening balance sheet • Double-entry accounting system: Posting business cases to inventory and profit and loss accounts • Organization of bookkeeping (chart of accounts, sales tax etc.) • Principle of period purity and accruals and deferrals Internal accounting: • Objectives and basic concepts of cost and revenue accounting • Fundamentals of cost and revenue accounting: Tasks, components and subareas • Structure of cost accounting (cost elements, cost centers, cost objects) • Contribution margin accounting
	<u>Introduction to BWL /VO / LV-Nr: WWI1 / 1.Semester / ECTS: 2</u> • Overview and context analysis of the most important subareas in business administration • Subject and principles of business administration: • Operational functional areas - Business decision theory - Fundamentals of Management and Ethics - Fundamentals of Human Resources and Organization - Marketing Fundamentals • Fundamentals of: - Constitutive company decisions such as legal forms, location decisions, types of mergers and acquisitions and choice of business segment - Functional company decisions: Materials management, production management, marketing • Fundamentals of business value creation processes and functions (value creation architecture and structure) • Fundamentals of market-oriented, process-oriented and strategy-oriented management
	<u>Introduction to VWL /VO / LV-Nr: WWI2 / 1.Semester / ECTS: 2</u> Core topics: • Economic thinking and marginal analysis • Efficient allocation of scarce resources • The market model and market equilibrium • Macroeconomic variables (GDP, inflation, and unemployment) and their interrelationships Selected macroeconomics issues: • Elasticity and welfare • Cost functions and optimal corporate production • Price setting and market structures • Short-term macroeconomic fluctuations: The business cycle • Money, the ECB, and inflation • Long-term economic growth • International relations and trade
Teaching and learning methods	<u>Introduction to Accounting and Finance /ILV / LV-Nr: WWI3 / 1.Semester / ECTS: 4</u> Integrated course, group work, case studies, discussions, e-learning
	<u>Introduction to BWL /VO / LV-Nr: WWI1 / 1.Semester / ECTS: 2</u> Lecture, group work, case studies, discussions, e-learning
	<u>Introduction to VWL /VO / LV-Nr: WWI2 / 1.Semester / ECTS: 2</u> Lecture, group work, case studies, discussions, e-learning
Evaluation Methods Criteria	<u>Introduction to Accounting and Finance /ILV / LV-Nr: WWI3 / 1.Semester / ECTS: 4</u> written exam
	<u>Introduction to BWL /VO / LV-Nr: WWI1 / 1.Semester / ECTS: 2</u> written exam
	<u>Introduction to VWL /VO / LV-Nr: WWI2 / 1.Semester / ECTS: 2</u> written exam

Module number:	Communication Management Essentials	Scope:	
KMG		13	ECTS
Degree program	University of Applied Sciences Bachelor's Program Marketing & Kommunikation Management part-time		
Position in the curriculum	1. Semester		
	3. Semester		
Level	1. Semester: Introduction / 1. Semester: Introduction / 3. Semester: Introduction		
Previous knowledge	1. Semester: none / 3. Semester: none		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Communication Theory /VO / LV-Nr: KMG1 / 1.Semester / ECTS: 4</u> - Burkart, R. (2021). Kommunikationswissenschaft: Grundlagen und Problemfelder einer interdisziplinären Sozialwissenschaft (6. Aufl.). Böhlau UTB. - Spiller, R. (Hrsg.). (2022). Schlüsselwerke Theorien in der Kommunikationswissenschaft. Springer.		
	<u>Media Theory /ILV / LV-Nr: KMG2 / 1.Semester / ECTS: 4</u> English version will be available soon		
	<u>Media Aesthetics /ILV / LV-Nr: KMG3 / 3.Semester / ECTS: 5</u> - Sturken, M., & Cartwright, L. (2025). Practices of looking: An introduction to visual culture (4th ed.). Oxford University Press. - Manovich, L. (2017). Instagram and contemporary image. - Manovich, L., & Arielli, E. (2025). Artificial aesthetics: Generative AI, art and visual media. Bloomsbury Academic. - Rose, G. (2022). Visual methodologies (5th ed.). SAGE.		
	<u>Media Esthetics /ILV / LV-Nr: KMG3 / 3.Semester / ECTS: 5</u> - Sturken, M., & Cartwright, L. (2025). Practices of looking: An introduction to visual culture (4th ed.). Oxford University Press. - Manovich, L. (2017). Instagram and contemporary image. - Manovich, L., & Arielli, E. (2025). Artificial aesthetics: Generative AI, art and visual media. Bloomsbury Academic. - Rose, G. (2022). Visual methodologies (5th ed.). SAGE.		
Acquisition of skills	<u>Communication Theory /VO / LV-Nr: KMG1 / 1.Semester / ECTS: 4</u> The students understand the structure of communicative processes and can also look at them analytically. In addition to psychological, interpersonal models, the focus is on mass media communication processes. The preparation of the theories and models aims at transfer, analysis and application competence and generally at a better understanding of the often automated communication processes.		
	<u>Media Theory /ILV / LV-Nr: KMG2 / 1.Semester / ECTS: 4</u> The students are able to remember central aspects of the history of media and understand definitions of media. In addition, the students know media theory positions, can classify them and can reflect them critically. They also apply this theoretical knowledge to the analysis and discussion of media situations. The function and effect of the media is conveyed, clarified and explained on the basis of different theoretical approaches.		
	<u>Media Aesthetics /ILV / LV-Nr: KMG3 / 3.Semester / ECTS: 5</u> The students are able to analyze media-influenced esthetic perception processes and apply this knowledge to the construction of media artefacts. Central to this are the connections between the senses and perception, between style and taste formation as well as the resulting concepts of representation and visual culture. Application competencies for the acquired knowledge are consolidated through examples with a focus on new media.		
	<u>Media Esthetics /ILV / LV-Nr: KMG3 / 3.Semester / ECTS: 5</u> The students are able to analyze media-influenced esthetic perception processes and apply this knowledge to the construction of media artefacts. Central to this are the connections between the senses and perception, between style and taste formation as well as the resulting concepts of representation and visual culture. Application competencies for the acquired knowledge are consolidated through examples with a focus on new media.		
Course contents	<u>Communication Theory /VO / LV-Nr: KMG1 / 1.Semester / ECTS: 4</u> The comprehensive field of communication is tackled in the course Communication Theory and prepared as a foundation for further studies. In addition to definitions of terms, the following are also used in particular • Communication models (e.g. stimulus response, Maletzke, Lasswell formula), communication square etc.) • Communication theories (e.g. agenda setting, gatekeeper, news factors, spiral of silence etc.) • The book deals with the effects of communication and the ways of thinking of Luhmann, Habermas and Watzlawick. The theoretical preparation and subsequent exercises ensure an understanding of communication in practice.		
	<u>Media Theory /ILV / LV-Nr: KMG2 / 1.Semester / ECTS: 4</u>		

	In this introductory course in media studies, emphasis is placed on the historical development, evolution, and impact of media. Drawing on works of media theory, the course examines both individual and mass media. The subject matter is structured around key theoretical positions of influential media scholars and encompasses academic approaches to media theory, analytical methodologies, and the critical examination of media developments. Furthermore, the course addresses the application of media-theoretical concepts within the contexts of corporate communication and marketing. The following categories are the main teaching contents: • Media history and definitions • Significance of technology-based media (new/digital media) • Media theories according to Marschall McLuhan, Lev Manovich, Niklas Luhmann
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Course contents	<u>Media Aesthetics /ILV / LV-Nr: KMG3 / 3.Semester / ECTS: 5</u> An important part of the course is the influence of the media on social and cultural self-understanding. The interplay of sensory perception and the formation of taste plays just as central a role as technical reproducibility and the concept of representation. The reciprocal relationship between technology and media is also reflected in the context of style and sensory perception. Specific topics such as the reciprocal influence of the esthetic, material and formal composition of media or both the design and effect of media artefacts are to be developed within the framework of the course through literature studies and practical exercises by the students.
	<u>Media Esthetics /ILV / LV-Nr: KMG3 / 3.Semester / ECTS: 5</u> An important part of the course is the influence of the media on social and cultural self-understanding. The interplay of sensory perception and the formation of taste plays just as central a role as technical reproducibility and the concept of representation. The reciprocal relationship between technology and media is also reflected in the context of style and sensory perception. Specific topics such as the reciprocal influence of the esthetic, material and formal composition of media or both the design and effect of media artefacts are to be developed within the framework of the course through literature studies and practical exercises by the students.
Teaching and learning methods	<u>Communication Theory /VO / LV-Nr: KMG1 / 1.Semester / ECTS: 4</u> Lecture, group work, case studies, discussions, e-learning
	<u>Media Theory /ILV / LV-Nr: KMG2 / 1.Semester / ECTS: 4</u> English version will be available soon
	<u>Media Aesthetics /ILV / LV-Nr: KMG3 / 3.Semester / ECTS: 5</u> Integrated course, group work, discussions, e-learning
	<u>Media Esthetics /ILV / LV-Nr: KMG3 / 3.Semester / ECTS: 5</u> Integrated course, group work, discussions, e-learning
Evaluation Methods Criteria	<u>Communication Theory /VO / LV-Nr: KMG1 / 1.Semester / ECTS: 4</u> Exam
	<u>Media Theory /ILV / LV-Nr: KMG2 / 1.Semester / ECTS: 4</u> Klausur
	<u>Media Aesthetics /ILV / LV-Nr: KMG3 / 3.Semester / ECTS: 5</u> Exam
	<u>Media Esthetics /ILV / LV-Nr: KMG3 / 3.Semester / ECTS: 5</u> Exam

Module number:	Management	Scope:	
MGT		9	ECTS
Degree program	University of Applied Sciences Bachelor's Program Marketing & Kommunikation Management part-time		
Position in the curriculum	1. Semester		
	2. Semester		
Level	1. Semester: Introduction / 2. Semester: Introduction		
Previous knowledge	1. Semester: none / 2. Semester: none		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Introduction law /ILV / LV-Nr: MGT1 / 1.Semester / ECTS: 4</u> • Bydliński, P. (2010). Grundzüge des Privatrechts für Ausbildung und Praxis. Manz • Ferk, J., and Pollak, C. (2011). Grundzüge des Unternehmens- und Vertragsrechts Österreich/Slowenien. Hermagoras • Karl, H. (2010). Grundzüge des Urheber- und Verwertungsgesellschaftenrechts. Linde • Holoubek, M., Kassai, K., and Traimer, M. (2010). Grundzüge des Rechts der Massenmedien. Springer		
	<u>Strategic Management(E) /ILV / LV-Nr: MGT2 / 2.Semester / ECTS: 5</u> - Stadler, C., Hautz, J., Matzler, K., & von den Eichen, S. F. (2021). Open strategy: Mastering disruption from outside the C-suite. Wiley. - Hill, C. W. L., & Jones, F. R. (2008). Strategic management theory: An integrated approach (9th ed.). South-Western Cengage Learning. - Tidd, J., & Bessant, J. (2013). Managing innovation: Integrating technological, market, and organizational change (5th ed.). Wiley. - Witcher, B. (2019). Absolute essentials of strategic management (1st ed.). Routledge.		
Acquisition of skills	<u>Introduction law /ILV / LV-Nr: MGT1 / 1.Semester / ECTS: 4</u> The students know the most important laws and legal bases for the planning and implementation of events, the conception and design of graphic or multimedia projects and the implementation of marketing measures. For this purpose, students will be introduced to the areas of Internet law, copyright law, event law and trademark law. This enables them to identify the legal issues of their projected everyday working life and to analyze them in line with the necessary precautions. Above all, they can thus avoid possible misconduct in connection with the implementation of projects and in the sense of relevant contract and copyright law from the outset.		
	<u>Strategic Management(E) /ILV / LV-Nr: MGT2 / 2.Semester / ECTS: 5</u> The students are prepared to take a critical look at central points of strategic management and to develop and formulate their own strategic options. The students are able to link these concepts with organizational theory and management theories in such a way that holistic problem solutions for complex entrepreneurial problems can be developed.		
Course contents	<u>Introduction law /ILV / LV-Nr: MGT1 / 1.Semester / ECTS: 4</u> The introductory lecture from the legal field imparts knowledge of the Austrian legal system to the students. Basic knowledge that is relevant for business economists is taught in a way that is adapted to the course of study and implemented in a practical manner. Above all, sub-areas of private, corporate and company law are worked on. Constitution and principles, organs, functions, system of legal protection, liability provisions and contract law are only some of the terms defined, explained and discussed in the course. Students also gain an initial insight into the areas of commercial, corporate and competition law. The curriculum should also enable students to acquire knowledge about relevant areas of law for integrative case studies within the framework of this course - this includes individual areas from the areas of copyright and event law and selected areas of commercial and corporate law. In order to provide students with in-depth and relevant legal knowledge, special areas of law for marketing specialists are selected. Examples of the individual areas would be: • Internet law • Copyright • Trademark law (intellectual property law) • Event law (including public law framework regulations)		
	<u>Strategic Management(E) /ILV / LV-Nr: MGT2 / 2.Semester / ECTS: 5</u> In this course, key approaches of strategic management are systematically linked with management models as well as organizational and innovation management. The focus is on the integrated analysis of strategic decision-making processes, taking into account organizational theory and management-oriented perspectives. Central questions such as the definition of long-term objectives, the selection of business fields, and measures to sustain competitiveness are jointly developed and discussed on the basis of comprehensive foundational knowledge. In addition, the subject areas of the market and competition, organization and creativity/innovation, as well as the development of business models, are covered as core course content.		

Teaching and learning methods	<u>Introduction law /ILV / LV-Nr: MGT1 / 1.Semester / ECTS: 4</u>
	Integrated course, group work, case studies, discussions, e-learning
	<u>Strategic Management(E) /ILV / LV-Nr: MGT2 / 2.Semester / ECTS: 5</u>
	Integrated course, group work, case studies, discussions, e-learning

Evaluation Methods Criteria	<u>Introduction law /ILV / LV-Nr: MGT1 / 1.Semester / ECTS: 4</u> written exam
	<u>Strategic Management(E) /ILV / LV-Nr: MGT2 / 2.Semester / ECTS: 5</u> Project Exam

Module number:	Business Language	Scope:	
SPR		12	ECTS
Degree program	University of Applied Sciences Bachelor's Program Marketing & Kommunikation Management part-time		
Position in the curriculum	1. Semester		
	2. Semester		
Level	1. Semester: B2-C1+ (CEFR - Common European Framework of Reference for Languages) / 2. Semester: B2-C1+ (CEFR - Common European Framework of Reference for Languages)		
Previous knowledge	1. Semester: 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. / 2. Semester: 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.		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Business English 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>Business English 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>Business English I /ILV / LV-Nr: SPR1 / 1.Semester / ECTS: 6</u> The participants: • (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>Business English II /ILV / LV-Nr: SPR2 / 2.Semester / ECTS: 6</u> The participants: • (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>Business English I /ILV / LV-Nr: SPR1 / 1.Semester / ECTS: 6</u>		

	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.
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Course contents	<u>Business English II /ILV / LV-Nr: SPR2 / 2.Semester / ECTS: 6</u> 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>Business English I /ILV / LV-Nr: SPR1 / 1.Semester / ECTS: 6</u> integrative course designed according to a communicative, action-oriented approach
	<u>Business English II /ILV / LV-Nr: SPR2 / 2.Semester / ECTS: 6</u> integrative course designed according to a communicative, action-oriented approach
Evaluation Methods Criteria	<u>Business English I /ILV / LV-Nr: SPR1 / 1.Semester / ECTS: 6</u> Portfolio exam
	<u>Business English II /ILV / LV-Nr: SPR2 / 2.Semester / ECTS: 6</u> Portfolio exam

Module number:	Marketing Essentials	Scope:	
MGL		12	ECTS
Degree program	University of Applied Sciences Bachelor's Program Marketing & Kommunikation Management part-time		
Position in the curriculum	2. Semester		
Level	2. Semester: Introduction		
Previous knowledge	2. Semester: none		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Strategic Marketing & Marketing Planning /ILV / LV-Nr: MGL1 / 2.Semester / ECTS: 4</u> - Kotler, P., Armstrong, G., Harris, L. C., & He, H. (2022). Grundlagen des Marketing (8. Aufl.). Pearson Deutschland GmbH. - Homburg, C. (2020). Marketing management: Strategie – Instrumente – Umsetzung – Unternehmensführung (7. Aufl.). Springer Gabler. - Wirtz, J., & Lovelock, C. (2022). Services marketing: People, technology, strategy (9th ed.). World Scientific Publishing. - Kotler, P., Keller, K. L., & Opresnik, M. O. (2023). Marketing-Management (16. Aufl.). Pearson Deutschland GmbH.		
	<u>Advertising and Consumer Psychology (E) /ILV / LV-Nr: MGL3 / 2.Semester / ECTS: 4</u> - Mayer, H. (2000) Einführung in die Wahrnehmungs-, Lern- und Werbe-Psychologie. Oldenbourg. - Felser, G. (2023). Werbe- und Konsumentenpsychologie. Springer - Kroeber-Riel, W., Esch, F.-R. & Nies, S. (2018). Strategie und Technik der Werbung. Schäffer-Poeschel. - Solomon, M. R., & Russell, C. A. (2023). Consumer behavior (Global ed., 14th ed.). Pearson. - Lindstrom, M. (2020) Brandwashed - was du kaufst, bestimmen die anderen. Campus Verlag.		
	<u>Branding & Positioning(E) /ILV / LV-Nr: MGL2 / 2.Semester / ECTS: 4</u> - Keller, K. L., & Swaminathan, V. (2019). Strategic brand management: Building, measuring, and managing brand equity (5th global ed.). Pearson. - Kotler, P., Keller, K. L., & Opresnik, M. O. (2023). Marketing-Management (16. Aufl.). Pearson Deutschland GmbH. - Esch, F.-R., & Esch, D. (2024). Strategie und Technik der Markenführung (10. Aufl.). Verlag Vahlen.		
Acquisition of skills	<u>Strategic Marketing & Marketing Planning /ILV / LV-Nr: MGL1 / 2.Semester / ECTS: 4</u> • The course Strategic Marketing and Marketing Planning prepares students for subsequent modules in the program. Students become familiar with selected core marketing instruments and their applications in marketing practice. They are able to explain which marketing theories underlie the marketing process and strategic instruments, and they can describe key theories and constructs related to consumer behavior as well as corporate and organizational behavior. • Students understand strategic marketing considerations and develop a fundamental understanding of entrepreneurial thinking. • Students prepare a supervised seminar paper on a marketing-related research question and apply fundamental principles of academic writing		
	<u>Advertising and Consumer Psychology (E) /ILV / LV-Nr: MGL3 / 2.Semester / ECTS: 4</u> The students understand the influence of human behavior on the perception and success of advertising. By linking psychological research competences and the knowledge of human behavior, students are able to analyze marketing measures for their target-group-specific preparation, to recognize reception patterns and to plan their own communication measures accordingly.		
	<u>Branding & Positioning(E) /ILV / LV-Nr: MGL2 / 2.Semester / ECTS: 4</u> The students get to know the basic strategies of brand management, can describe them and subsequently apply them. In addition, the students gain knowledge of various strategies for the successful positioning of products and services in the local and global market environment.		
Course contents	<u>Strategic Marketing & Marketing Planning /ILV / LV-Nr: MGL1 / 2.Semester / ECTS: 4</u> The course Strategic Marketing and Marketing Planning introduces fundamental terms, theories, and concepts and further develops them through practice-oriented applications. In the online phases, students are introduced to the core concepts of marketing such as needs, desire, demand, and value proposition. By incorporating the STP model (Segmentation, Targeting & Positioning), the marketing management process is completed. To provide a solid foundation, the course also covers the marketing mix, the customer journey, social media, and the use of artificial intelligence as key elements of contemporary marketing practice. Particular emphasis is placed on designing a consistent customer experience as well as on current trends in sustainable and responsible marketing. Strategies for successful positioning, growth opportunities, and the implementation of market positioning are integrated into the overall framework, with essential tools such as SWOT analysis, portfolio models, and the Ansoff matrix explored in greater depth. An additional focus is placed on services marketing, with its specific challenges and instruments.		
	<u>Advertising and Consumer Psychology (E) /ILV / LV-Nr: MGL3 / 2.Semester / ECTS: 4</u>		

	The course Advertising Psychology focuses on aspects of consumer psychology that form the basis for understanding consumer behavior. The focus here is on theories of consumer behavior that originate, for example, from the areas of activating processes (emotion, motivation, attitude), cognitive processes (reception, processing, and storage of information), or decision behavior as an interaction. During the course, methods for researching market experience and behavior are presented and a cornerstone is laid for understanding the effects of communication measures. Students are familiarized with important terms such as motivation, image, emotion, cognition or activation within the framework of this course and develop various theoretical approaches (e.g. perception, emotion, learning or attitude theory) on the basis of concrete tasks. This provides a basis for the analysis of the practical implementation (e.g. color and shape effect in print advertising).
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Course contents	In this way, students are prepared to understand consumer behavior, to recognize connections between communication, marketing and consumer behavior, and to apply and implement these findings in practice.
	<u>Branding & Positioning(E) /ILV / LV-Nr: MGL2 / 2.Semester / ECTS: 4</u> The course provides an introduction and background to strategic brand management from a marketing and business perspective. Fundamental concepts such as brand development, brand building, brand management, the developments of a brand value are discussed theoretically and on the basis of case studies. The importance of differentiation for the brand and the subsequent brand management is also discussed. Through practical examples, the students learn how brands are built and designed.
Teaching and learning methods	<u>Strategic Marketing & Marketing Planning /ILV / LV-Nr: MGL1 / 2.Semester / ECTS: 4</u> Group work, case studies, discussions, e-learning
	<u>Advertising and Consumer Psychology (E) /ILV / LV-Nr: MGL3 / 2.Semester / ECTS: 4</u> Integrated course, group work, case studies, discussions, e-learning
	<u>Branding & Positioning(E) /ILV / LV-Nr: MGL2 / 2.Semester / ECTS: 4</u> Integrated course, group work, case studies, discussions, e-learning
Evaluation Methods Criteria	<u>Strategic Marketing & Marketing Planning /ILV / LV-Nr: MGL1 / 2.Semester / ECTS: 4</u> Seminar paper Presentation
	<u>Advertising and Consumer Psychology (E) /ILV / LV-Nr: MGL3 / 2.Semester / ECTS: 4</u> written exam
	<u>Branding & Positioning(E) /ILV / LV-Nr: MGL2 / 2.Semester / ECTS: 4</u> Seminar paper Presentation

Module number:	Marketing Research	Scope:	
MFO		12	ECTS
Degree program	University of Applied Sciences Bachelor's Program Marketing & Kommunikation Management part-time		
Position in the curriculum	2. Semester		
Level	2. Semester: Introduction / 5. Semester: Consolidation		
Previous knowledge	2. Semester: none / 5. Semester: Modules MGL & MMT, LV Market Research		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Market Research /ILV / LV-Nr: MFO1 / 2.Semester / ECTS: 4</u> - Malhotra, N. K. (2020). Marketing research: An applied orientation (7th ed.). Pearson. - Saunders, M., Lewis, P., & Thornhill, A. (2019). Analysing data qualitatively. In M. Saunders, P. Lewis, & A. Thornhill (Eds.), Research methods for business students (pp. 668–738). Pearson.		
	<u>Marketing Consolidation /ILV / LV-Nr: MFO3 / 5.Semester / ECTS: 5</u> • Kotler, P., Keller, K.L., and Opresnik, M.O. (2017). Marketing-Management: Konzepte - Instrumente – Unternehmensfallstudien, Pearson Studium. • Esch, F.-R. (2018). Strategie und Technik der Markenführung. München: Vahlen Verlag.		
	<u>Academic Research /ILV / LV-Nr: MFO2 / 2.Semester / ECTS: 3</u> - Saunders, M., Lewis, P., & Thornhill, A. (2020). Research methods for business students (8th ed.). Pearson. - Döring, N., & Bortz, J. (2016). Forschungsmethoden und Evaluation in den Sozial- und Humanwissenschaften (5. Aufl.). Springer. - Homburg, C., Klarmann, M., & Vomberg, A. (2022). Handbook of market research (1st ed.). Springer. - selected scientific papers		
Acquisition of skills	<u>Market Research /ILV / LV-Nr: MFO1 / 2.Semester / ECTS: 4</u> Students possess sound disciplinary competence in state-of-the-art principles, approaches, and techniques of quantitative and qualitative (psychological) market research. They are able to design simple research designs, select appropriate methods, and collect, analyze, and critically interpret empirical data. Core elements of the research process are independently applied through practice-oriented exercises and case studies.		
	<u>Marketing Consolidation /ILV / LV-Nr: MFO3 / 5.Semester / ECTS: 5</u> Students possess advanced knowledge of marketing planning and organization and are able to design, develop, implement, and analyze academic or applied marketing projects. They are capable of presenting their project results and proposed solutions in a structured manner, as well as justifying and defending their chosen approaches with well-founded arguments		
	<u>Academic Research /ILV / LV-Nr: MFO2 / 2.Semester / ECTS: 3</u> The students acquire basic knowledge of the academic research process and are familiar with the formal requirements of an academic paper. The students are able to design and implement less complex academic research.		
Course contents	<u>Market Research /ILV / LV-Nr: MFO1 / 2.Semester / ECTS: 4</u> The course in Market Research deals with the reappraisal of one's own fundamental principles and approaches of a research process. In addition to the definition of market research, fundamental areas such as tasks, areas of application and significance are theoretically prepared. Subsequently, the comprehensive research process is treated in its individual aspects theoretically and on the basis of a project: Problem definition, research design, planning and implementation (pilot studies, pre-tests, sampling, briefings), data collection; data entry and cleansing, evaluation; interpretation, final report.		
	<u>Marketing Consolidation /ILV / LV-Nr: MFO3 / 5.Semester / ECTS: 5</u> Based on the fundamentals of strategic marketing planning, the students gain knowledge for the efficient and effective handling of marketing problems. This is done among other things, the organization, implementation and reflection of academic and application-oriented, comprehensive tasks in the field of marketing.		
	<u>Academic Research /ILV / LV-Nr: MFO2 / 2.Semester / ECTS: 3</u>		

	In the course on research, the main aim is to familiarize students with the special features, rules and principles of academic and research work. Students are prepared to write seminar papers independently and at an academic level. This preparation includes a focus on dealing with literature as well as discussions about the quality of academic research - especially the concepts of intellectual honesty and intersubjective comprehensibility. Supplementary teaching content may include topics such as types of literature, types of use and citation, as well as definitions of terms, theses and hypotheses, and the derivation and limitation of topics.
Teaching and learning methods	<u>Market Research /ILV / LV-Nr: MFO1 / 2.Semester / ECTS: 4</u> Integrated course, group work, case studies, discussions, e-learning
	<u>Marketing Consolidation /ILV / LV-Nr: MFO3 / 5.Semester / ECTS: 5</u> Integrated course, group work, case studies, discussions, e-learning

Teaching and learning methods	<u>Academic Research /ILV / LV-Nr: MFO2 / 2.Semester / ECTS: 3</u> Integrated course, group work, case studies, discussions, e-learning
Evaluation Methods Criteria	<u>Market Research /ILV / LV-Nr: MFO1 / 2.Semester / ECTS: 4</u> Exam Project
	<u>Marketing Consolidation /ILV / LV-Nr: MFO3 / 5.Semester / ECTS: 5</u> written exam
	<u>Academic Research /ILV / LV-Nr: MFO2 / 2.Semester / ECTS: 3</u> Academic work Presentation

Module number:	Content Strategy & Creation	Scope:	
COC		5	ECTS
Degree program	University of Applied Sciences Bachelor's Program Marketing & Kommunikation Management part-time		
Position in the curriculum	3. Semester		
Level	3. Semester: Introduction		
Previous knowledge	3. Semester: none		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Content Creation(E) /UE / LV-Nr: COC1 / 3.Semester / ECTS: 5</u> • Pulizzi, J. (2014). Epic Content Marketing: How to tell a Different Story, Break Through the Clutter, and Win more Customers by Marketing Less, McGrawHill Education. • Albee, A. (2015). Digital Relevance: Developing Marketing Content and Strategies that Drive Results. Palgrave Macmillan. • Wäger, M. (2016). Grafik und Gestaltung: Design und Mediengestaltung von A-Z, Bonn: Reinwerk Design		
Acquisition of skills	<u>Content Creation(E) /UE / LV-Nr: COC1 / 3.Semester / ECTS: 5</u> Students are familiar with basic instruments of strategic content planning and the principles of digital content creation. They prepare content in a structured and target-group-oriented manner, identify relevant content creation trends, and apply them at a basic level. Based on given frameworks, they develop a basic content strategy, derive suitable content formats, and design simple, channel-appropriate content. In addition, they create basic editorial plans and briefings, evaluate content using selected quality criteria and key metrics, and take fundamental legal and ethical requirements of content creation into account.		
Course contents	<u>Content Creation(E) /UE / LV-Nr: COC1 / 3.Semester / ECTS: 5</u> The course Content Creation introduces fundamental terms, theories, and concepts of content creation and content strategy. It covers basic instruments of strategic content planning as well as principles for creating and structuring digital content. Students learn core concepts of content marketing, with a particular focus on graphic and visual design as well as photo and video content for relevant channels. In addition, the course addresses basic content strategies, editorial planning, fundamental quality criteria, selected metrics, and the legal and ethical foundations of content creation.		
Teaching and learning methods	<u>Content Creation(E) /UE / LV-Nr: COC1 / 3.Semester / ECTS: 5</u> group work, case studies, discussion, E-Learning		
Evaluation Methods Criteria	<u>Content Creation(E) /UE / LV-Nr: COC1 / 3.Semester / ECTS: 5</u> Portfolio		

Module number:	Marketing Management	Scope:	
MMT		15	ECTS
Degree program	University of Applied Sciences Bachelor's Program Marketing & Kommunikation Management part-time		
Position in the curriculum	3. Semester		
Level	3. Semester: Consolidation		
Previous knowledge	3. Semester: Modul MGL		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Service Management /ILV / LV-Nr: MMT1 / 3.Semester / ECTS: 5</u> - Bruhn, M., Meffert, H., & Hadwich, K. (2019). Handbuch Dienstleistungsmarketing. Springer Gabler. - Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2017). Services marketing: Integrating customer focus across the firm (7th ed.). McGraw Hill. - Wirtz, J. (2023). Essentials of services marketing (4th ed.). Pearson.		
	<u>Mindful Living /ILV / LV-Nr: MMT2 / 3.Semester / ECTS: 5</u> - Esch, S.M, & Esch, T. (2016). Stressbewältigung: Mind-Body-Medizin, Achtsamkeit, Selbstfürsorge. 2. Auflage., MWV Medizinisch Wissenschaftliche Verlagsgesellschaft mbH & Co. KG.		
	<u>Marketing Management & Controlling (E) /ILV / LV-Nr: MMT3 / 3.Semester / ECTS: 5</u> - Ergenzinger, R., Zenhäusern, R., Janoschka, A., & Thommen, J.-P. (2020). Marketing: Konzepte, Strategien, Instrumente, Controlling. Versus Verlag. - Kotler, P., & Armstrong, G. (2023). Principles of marketing (19th ed.). Pearson Education International. - Kotler, P., Keller, K. L., Bliemel, F., & Sistenich, F. (2016). Marketing management (3rd ed.). Pearson Education International. - Farris, P. W., Bendle, N. T., Pfeifer, P. E., & Reibstein, D. J. (2010). Marketing metrics: The definitive guide to measuring marketing performance. Pearson Education Incorporated. - Davis, J. A. (2013). Measuring marketing: 110 key metrics every marketer needs (2nd ed.). Wiley.		
Acquisition of skills	<u>Service Management /ILV / LV-Nr: MMT1 / 3.Semester / ECTS: 5</u> Students recognize the challenge of marketing services, which is usually a given due to the intangibility of the service, and are equipped with tools for process analysis (service blueprint, flowcharts, capacity management, quality measurement, integration of new technologies, gap model, etc.), which are indispensable for a successful and sustainable implementation of a customer oriented marketing strategy. Students are also equipped with theories and concepts for the effective and efficient design of service environments and are thus able to understand how a service environment should be designed to generate positive customer reactions and purchase decisions such as consumption, recommendation, satisfaction, loyalty etc.		
	<u>Mindful Living /ILV / LV-Nr: MMT2 / 3.Semester / ECTS: 5</u> Students acquire in-depth knowledge of the concepts of mindfulness, resilience, self-care, and digital well-being. They develop the ability to independently carry out practice-oriented mindfulness exercises and to analyze their effects. Furthermore, they reflect on their own experiences in relation to stress, concentration, creativity, and overall well-being. In addition, they cultivate an awareness of the relationship between personal resilience, focused ways of working, and a healthy approach to digital media.		
	<u>Marketing Management & Controlling (E) /ILV / LV-Nr: MMT3 / 3.Semester / ECTS: 5</u> In order to impart in-depth marketing knowledge, students must be able to explain the principle of market-oriented business management. They understand that marketing as a management task covers different areas such as the definition of planning, control, monitoring and coordination of all marketing activities. After completing the course Marketing Management and Controlling, students will be able to question the effectiveness and efficiency of market-oriented business management. They know how the formulated goals are achieved and whether the selected measures represent the optimal way of achieving them. In order to measure the achievement of objectives, students are given an overview of possible KPIs in various areas of the company and can apply situation-relevant KPIs. The product management system is addressed as a snapshot and the associated company-internal processes are dealt with. Thus the students learn to recognize interdisciplinary, entrepreneurial connections and to represent the effect of marketing activities on the entrepreneurial success. Through the implementation and subsequent evaluation of practical tasks, the self-reflection of the students increases in relation to the situational context in which different marketing management and controlling models are applied.		
Course contents	<u>Service Management /ILV / LV-Nr: MMT1 / 3.Semester / ECTS: 5</u> This course addresses the challenges companies face in creating and delivering high-quality and highly emotional services, as their consumption is often associated with certain risks. To design and provide customer-oriented and excellent services, students learn to apply concepts and methods necessary for developing marketing strategies in practice. The course highlights opportunities for differentiation of offerings, for the standardization of services, for quality improvement, and for increasing productivity. In addition, the impact of generative AI on services is illustrated.		

	<u>Mindful Living /ILV / LV-Nr: MMT2 / 3.Semester / ECTS: 5</u> This course introduces the fundamentals of mindfulness, individual resilience, and self-care, highlighting their relevance for academic and professional contexts in marketing. Students engage in practical exercises, e.g. meditation, breathing techniques, and nature-based practices. In addition, strategies for digital wellbeing are discussed to promote a conscious and healthy lifestyle. Through reflective exercises, students explore the impact of these methods on wellbeing, concentration, creativity, and stress levels.
	<u>Marketing Management & Controlling (E) /ILV / LV-Nr: MMT3 / 3.Semester / ECTS: 5</u> In this course, students engage with the fundamental principles of market-oriented management as well as the effectiveness and efficiency of market-oriented business practices. They learn about the use of Key Performance Indicators (KPIs) across different areas of a company and analyze their possible applications. The course also covers market analysis and models for brand and customer value. Additional topics include product management and

Course contents	pricing strategies, as well as marketing management and controlling models in various situational contexts. Furthermore, students work on practical assignments to link theoretical models with real-world business applications.
Teaching and learning methods	<u>Service Management /ILV / LV-Nr: MMT1 / 3.Semester / ECTS: 5</u> Integrated course, group work, case studies, discussions, e-learning
	<u>Mindful Living /ILV / LV-Nr: MMT2 / 3.Semester / ECTS: 5</u> group work, presentation, practical exercises
	<u>Marketing Management & Controlling (E) /ILV / LV-Nr: MMT3 / 3.Semester / ECTS: 5</u> Integrated course, group work, case studies, discussions, e-learning
Evaluation Methods Criteria	<u>Service Management /ILV / LV-Nr: MMT1 / 3.Semester / ECTS: 5</u> Seminar paper
	<u>Mindful Living /ILV / LV-Nr: MMT2 / 3.Semester / ECTS: 5</u> Presentation
	<u>Marketing Management & Controlling (E) /ILV / LV-Nr: MMT3 / 3.Semester / ECTS: 5</u> Exam

Module number:	Professional Practice & International Experience	Scope:	
PRA		43	ECTS
Degree program	University of Applied Sciences Bachelor's Program Marketing & Kommunikation Management part-time		
Position in the curriculum	3. Semester		
	4. Semester		
	5. Semester		
	6. Semester		
Level	3. Semester: Consolidation / 4. Semester: Consolidation / 5. Semester: Consolidation / 6. Semester: Consolidation / 6. Semester: English version will be available soon		
Previous knowledge	3. Semester: Basic subjects / 4. Semester: basic subjects / 5. Semester: basic subjects / 6. Semester: basic subjects / 6. Semester: English version will be available soon		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Practical Project 1 /PT / LV-Nr: PRA1 / 3.Semester / ECTS: 5</u> • Timinger, H. (2017). Modernes Projektmanagement: Mit traditionellem, agilem und hybridem Vorgehen zum Erfolg, Weinheim: Wiley Verlag. • Preußig, J. (2018). Agiles Projektmanagement: Agilität und Scrum im klassischen Projektumfeld, Freiburg: Haufe Verlag.		
	<u>Practical Project 2 /PT / LV-Nr: PRA2 / 4.Semester / ECTS: 5</u> • Timinger, H. (2017). Modernes Projektmanagement: Mit traditionellem, agilem und hybridem Vorgehen zum Erfolg, Weinheim: Wiley Verlag. • Preußig, J. (2018). Agiles Projektmanagement: Agilität und Scrum im klassischen Projektumfeld, Freiburg: Haufe Verlag.		
	<u>Study Trip(E) /ILV / LV-Nr: PRA3 / 5.Semester / ECTS: 3</u> - Berkland, M. K., & Buxbaum, A. G. (2024). Intercultural communication for the global business professional. Routledge. - Rings, G., & Rasinger, S. M. (2023). The Cambridge introduction to intercultural communication. Cambridge University Press. - Kowalski, S. (2023). Cultural sensitivity training: Developing the basis for effective intercultural communication. econcise. - Liu, S., Komisarof, A., Zhu, H., & Obijiofor, L. (2025). The SAGE handbook of intercultural communication. SAGE.		
	<u>Bachelorarbeitsseminar /SE / LV-Nr: PRA4 / 6.Semester / ECTS: 4</u> - Saunders, M., Lewis, P., & Thornhill, A. (2020). Research methods for business students (8th ed.). Pearson. - Döring, N., & Bortz, J. (2016). Forschungsmethoden und Evaluation in den Sozial- und Humanwissenschaften (5. Aufl.). Springer. - Homburg, C., Klarmann, M., & Vomberg, A. (2022). Handbook of market research (1st ed.). Springer.		
	<u>Bachelor Thesis /SE / LV-Nr: PRA5 / 6.Semester / ECTS: 6</u> - Saunders, M., Lewis, P., & Thornhill, A. (2020). Research methods for business students (8th ed.). Pearson. - Döring, N., & Bortz, J. (2016). Forschungsmethoden und Evaluation in den Sozial- und Humanwissenschaften (5. Aufl.). Springer. - Homburg, C., Klarmann, M., & Vomberg, A. (2022). Handbook of market research (1st ed.). Springer.		
	<u>Internship /BPR / LV-Nr: PRA7 / 6.Semester / ECTS: 20</u> • Brenner, D. (2007). Schön, dass Sie da sind!: Karrierestart nach dem Studium. BW Verlag.		
Acquisition of skills	<u>Practical Project 1 /PT / LV-Nr: PRA1 / 3.Semester / ECTS: 5</u> Students gain practical experience through project-based work, conducting applied observations and analyses, developing a critical awareness of relevant issues, and independently formulating evidence-based solutions. In the process, they deepen their discipline-specific competencies while simultaneously strengthening complementary skills such as teamwork, risk management, budgeting, and economically responsible decision-making.		
	<u>Practical Project 2 /PT / LV-Nr: PRA2 / 4.Semester / ECTS: 5</u> Students gain practical experience through project-based work, conducting applied observations and analyses, developing a critical awareness of relevant issues, and independently formulating evidence-based solutions. In the process, they deepen their discipline-specific competencies while simultaneously strengthening complementary skills such as teamwork, risk management, budgeting, and economically responsible decision-making.		
	<u>Study Trip(E) /ILV / LV-Nr: PRA3 / 5.Semester / ECTS: 3</u>		

	Students integrate and synthesize advanced disciplinary and theoretical knowledge in project management and team building to independently design, structure, implement, and evaluate complex projects. The study trip further enables part-time students to systematically develop and enhance their intercultural competencies within an international context. <u>Bachelorarbeitsseminar /SE / LV-Nr: PRA4 / 6.Semester / ECTS: 4</u> Students are able to prepare a topic from the field of Marketing and Communication Management in a scholarly manner and to independently develop and systematically address a central research question. They are capable of planning their work processes autonomously, managing their time effectively, and organizing the project within the given framework.
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Acquisition of skills	<u>Bachelor Thesis /SE / LV-Nr: PRA5 / 6.Semester / ECTS: 6</u> The participants are able to academically prepare a topic from the department of marketing and communication management and to independently work on a central question. The students' self-organization and time management skills are encouraged.
	<u>Internship /BPR / LV-Nr: PRA7 / 6.Semester / ECTS: 20</u> English version will be available soon
Course contents	<u>Practical Project 1 /PT / LV-Nr: PRA1 / 3.Semester / ECTS: 5</u> To prepare the students optimally for problems in working life, practical tasks are worked on in groups, or field experiences are obtained under the guidance of the course instructors. The students contribute their acquired knowledge and compare it with observations and experiences in the context of the integrative case studies. Based on a client briefing (by the course instructors 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.
	<u>Practical Project 2 /PT / LV-Nr: PRA2 / 4.Semester / ECTS: 5</u> To prepare the students optimally for problems in working life, practical tasks are worked on in groups, or field experiences are obtained under the guidance of the course instructors. The students contribute their acquired knowledge and compare it with observations and experiences in the context of the integrative case studies. Based on a client briefing (by the course instructors 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.
	<u>Study Trip(E) /ILV / LV-Nr: PRA3 / 5.Semester / ECTS: 3</u> Under the guidance of the lecturer, the students find out about potential study destinations, research relevant data and facts about the destination country and organize the program: The week in an international environment includes visits to companies, lectures at partner universities as well as lectures and events in the field of Social Competences. The aim is to ensure that students acquire an understanding of the cultural mainstream of the country in question. Discussions with specialists and executives, visits to Austrian foreign trade centers, economic and social associations round off the international and personality-building experiences of the study trip.
	<u>Bachelorarbeitsseminar /SE / LV-Nr: PRA4 / 6.Semester / ECTS: 4</u> In the bachelor thesis seminar, students work on a study- and education-related research question at an academic level within a given timeframe. They systematically apply scientific methods, engage with the topic from theoretical and interdisciplinary perspectives, and critically discuss their results. The bachelor thesis may also be linked to the professional internship, allowing current and concrete problems to be examined both with academic rigor and in a practice-oriented manner.
	<u>Bachelor Thesis /SE / LV-Nr: PRA5 / 6.Semester / ECTS: 6</u> Within a given period of time, the students should academically research a question relevant to their studies and education within the framework of a Bachelor thesis. Using academic methods, the topic is to be worked on and discussed independently – this takes place in an interdisciplinary context and in the form of a theoretical examination of an academic question. The Bachelor thesis can be written with a practical reference from the internship and thus academically and practically deal with a current and tangible problem.
	<u>Internship /BPR / LV-Nr: PRA7 / 6.Semester / ECTS: 20</u> • Supplementing the theoretical knowledge of the students with practical activities and questions of commercial law in practice. • At least 200 working hours at an external company with full employment. • The internship ensures that the students are able to find their way around when they start their professional life and gain confidence in the implementation of their acquired knowledge through the experience they have already gained. • Processes, workflows and situations in the professional environment should be learned and understood. • Support of the students during their internship: Reflection, discussion of problems and success stories.
Teaching and learning methods	<u>Practical Project 1 /PT / LV-Nr: PRA1 / 3.Semester / ECTS: 5</u> Project
	<u>Practical Project 2 /PT / LV-Nr: PRA2 / 4.Semester / ECTS: 5</u> Project
	<u>Study Trip(E) /ILV / LV-Nr: PRA3 / 5.Semester / ECTS: 3</u> Study Trip
	<u>Bachelorarbeitsseminar /SE / LV-Nr: PRA4 / 6.Semester / ECTS: 4</u> Seminar, discussions, group work

	<u>Bachelor Thesis /SE / LV-Nr: PRA5 / 6.Semester / ECTS: 6</u> Research-Based Learning
	<u>Internship /BPR / LV-Nr: PRA7 / 6.Semester / ECTS: 20</u> k.A
Evaluation Methods Criteria	<u>Practical Project 1 /PT / LV-Nr: PRA1 / 3.Semester / ECTS: 5</u> Report

Evaluation Methods Criteria	Presentation
	<u>Practical Project 2 /PT / LV-Nr: PRA2 / 4.Semester / ECTS: 5</u>
	Report Presentation
	<u>Study Trip(E) /ILV / LV-Nr: PRA3 / 5.Semester / ECTS: 3</u>
	Participation
	<u>Bachelorarbeitsseminar /SE / LV-Nr: PRA4 / 6.Semester / ECTS: 4</u>
	English version will be available soon
	<u>Bachelor Thesis /SE / LV-Nr: PRA5 / 6.Semester / ECTS: 6</u>
	Bachelor's thesis
	<u>Internship /BPR / LV-Nr: PRA7 / 6.Semester / ECTS: 20</u>
	Internship report

Module number:	Digital Media Literacy	Scope:	
MEK		10	ECTS
Degree program	University of Applied Sciences Bachelor's Program Marketing & Kommunikation Management part-time		
Position in the curriculum	4. Semester		
Level	4. Semester: Consolidation		
Previous knowledge	4. Semester: Modul KMG, Modul ANK		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Media Literacy(E) /ILV / LV-Nr: MEK1 / 4.Semester / ECTS: 5</u> - Mertens, C., Basten, M., Günter, J., Schaper, A., & Trapp, A. (2025). Medienkompetenz für die digitale Welt: Ein praktischer Wegweiser. Transcript. - Sperry, C., & Scheibe, C. (2022). Teaching students to decode the world: Media literacy and critical thinking across the curriculum. ASCD. - Haider, J., & Sundin, O. (2022). Paradoxes of media and information literacy: The crises of information. Taylor and Francis Group.		
	<u>Media Landscape /ILV / LV-Nr: MEK2 / 4.Semester / ECTS: 5</u> - Hüffel, C., Rohrer, A., Wallner, A.-M., & Süßenbacher, D. (Hrsg.). (2017). Medien und Politik: Zur Lage der Zukunft der Medien(landschaft) in Österreich. Holzhausen Verlag. - Beck, K. (2018). Das Mediensystem Deutschlands: Strukturen, Märkte, Regulierung (2. Aufl.). Springer VS. - Legrand, J., Linden, B., & Arit, H. J. (Hrsg.). (2023). Welche Öffentlichkeit brauchen wir? Zur Zukunft des Journalismus und demokratischer Medien. Springer.		
Acquisition of skills	<u>Media Literacy(E) /ILV / LV-Nr: MEK1 / 4.Semester / ECTS: 5</u> Students demonstrate a comprehensive understanding of key concepts, theories, and interrelations among journalism, marketing, media, and society. They are acquainted with contemporary issues in media ethics and are able to critically contextualize these within diverse media environments. Students systematically analyze their own media practices as well as the structural and functional mechanisms of media content. They evaluate ethical dilemmas in media, assess their implications for individual and societal action, and formulate reflective strategies for the ethically responsible production and use of media content. Furthermore, they are able to engage in scholarly, evidence-based discussions of media-critical issues with peers, articulating reasoned arguments and substantiated perspectives.		
	<u>Media Landscape /ILV / LV-Nr: MEK2 / 4.Semester / ECTS: 5</u> The students know the special features of the Austrian media landscape and the significance of the Austrian media in an international comparison. They recognize media quality and know about the influence and special features of Austrian media policy.		
Course contents	<u>Media Literacy(E) /ILV / LV-Nr: MEK1 / 4.Semester / ECTS: 5</u> The course Media Literacy is the basis for students to critically examine topics that play a role in current public discourse. The aim is to create a critical autonomy in the field of media use. The students deal both with the question of the orientation of correct action and with its analysis. The interdependencies between journalism, marketing, media and society are examined in detail.		
	<u>Media Landscape /ILV / LV-Nr: MEK2 / 4.Semester / ECTS: 5</u> Detailed knowledge of the national and international media landscape is essential for students of the Marketing & Communications Management program. Covering topics ranging from media economics and media society to media transformation and media policy, the course Media Landscape provides a comprehensive overview of the benefits, processes, and structures of mass media. This course is closely linked to the Media Literacy course.		
Teaching and learning methods	<u>Media Literacy(E) /ILV / LV-Nr: MEK1 / 4.Semester / ECTS: 5</u> Integrated course, group work, case studies, discussions, e-learning		
	<u>Media Landscape /ILV / LV-Nr: MEK2 / 4.Semester / ECTS: 5</u> Integrated course, group work, case studies, discussions		
Evaluation Methods Criteria	<u>Media Literacy(E) /ILV / LV-Nr: MEK1 / 4.Semester / ECTS: 5</u> Portfolio		
	<u>Media Landscape /ILV / LV-Nr: MEK2 / 4.Semester / ECTS: 5</u> written exam		

Module number:	Marketing Applications	Scope:	
ANM		15	ECTS
Degree program	University of Applied Sciences Bachelor's Program Marketing & Kommunikation Management part-time		
Position in the curriculum	4. Semester		
Level	4. Semester: Consolidation		
Previous knowledge	4. Semester: English version will be available soon / 4. Semester: Module MGL und MMT		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Omnichannel Marketing Communication /ILV / LV-Nr: ANM1 / 4.Semester / ECTS: 5</u> • Palmatier, R. W., Sividas, E., Stern, L. W., and El-Ansary, A. I. (2019). Marketing Channel Strategy: An Omnichannel Approach, London: Routledge Verlag. • Bruhn, M. (2018). Kommunikationspolitik: Systematischer Einsatz der Kommunikation für Unternehmen, München: Vahlen Verlag. • Meffert, H., Burmann, Ch., Kirchberg, M., and Eisenzeit, M. (2018). Marketing: Grundlagen marktorientierter Unternehmensführung Konzepte – Instrumente – Praxisbeispiele, Wiesbaden: Springer Gabler.		
	<u>Online Marketing(E) /ILV / LV-Nr: ANM3 / 4.Semester / ECTS: 5</u> - Chaffey, D., & Ellis-Chadwick, F. (2019). Digital marketing: Strategy, implementation and practice (7th ed.). Pearson. - Lammenett, E. (2025). Praxiswissen Online-Marketing: Affiliate-, Influencer-, Content-, Social-Media-, Amazon-, Voice-, B2B-, Sprachassistenten- und E-Mail-Marketing, Google Ads, SEO, künstliche Intelligenz (9th ed.). Springer. - Kreutzer, R. T. (2022). Online Marketing (3rd ed.). Springer.		
	<u>Product Development & Service Design /ILV / LV-Nr: ANM2 / 4.Semester / ECTS: 5</u> - Wirtz, J. (2023). Essentials of Services Marketing. Pearson.		
Acquisition of skills	<u>Omnichannel Marketing Communication /ILV / LV-Nr: ANM1 / 4.Semester / ECTS: 5</u> The students are able to independently create and operationalize integrated marketing concepts. They master the methods of marketing management in detail, know the advantages and disadvantages of the various communication channels (including online and e-marketing), can innovatively combine the various media and master the ability to implement the marketing methods and communication channels learned so far in the form of 360° communication. The knowledge acquired so far about the significance, usability and costs of communication channels is made applicable.		
	<u>Online Marketing(E) /ILV / LV-Nr: ANM3 / 4.Semester / ECTS: 5</u> Students possess foundational knowledge in online marketing and are familiar with key channels and formats, including search engine marketing (SEM), social media marketing, and the application of artificial intelligence. They are able to critically identify and evaluate the opportunities and risks associated with digital marketing initiatives. Furthermore, they can systematically compare different online marketing instruments and assess their relative effectiveness.		
	<u>Product Development & Service Design /ILV / LV-Nr: ANM2 / 4.Semester / ECTS: 5</u> The development and design of new products and services is one of the most important and risky challenges facing companies. After this course, students will be able to name the stages of product development and explain how companies generate and implement ideas for new products		
Course contents	<u>Omnichannel Marketing Communication /ILV / LV-Nr: ANM1 / 4.Semester / ECTS: 5</u> Based on the contents of the previous semesters, which dealt with both classical and new media and communication channels of internal and external corporate communication and the underlying marketing strategies, in this course the students learn the integrative combination of the different communication measures (thus also the interweaving of monological and dialogical) in theory and through case studies. Whereas the focus in the course Advertising and Media Planning was on classical media, the more complex dialogical media are in the foreground here.		
	<u>Online Marketing(E) /ILV / LV-Nr: ANM3 / 4.Semester / ECTS: 5</u> Online marketing measures are presented. From search engine marketing and e-mail marketing to marketing on one's own and other websites. Special features of these forms of marketing are addressed as well as target group approach, costs and impact measurement.		
	<u>Product Development & Service Design /ILV / LV-Nr: ANM2 / 4.Semester / ECTS: 5</u>		

	In this course, students become familiar with the fundamental principles and practices of product development, design, as well as marketing and the introduction of new products and services. The course covers the integration of customers into the product development process and introduces concepts and tools that support successful product development. Another focus is on the role and significance of the product lifecycle and the marketing strategies that can be applied in its various phases. Additionally, the course addresses the differences between products and services, taking into account the potential and challenges associated with the use of generative artificial intelligence
Teaching and learning methods	<u>Omnichannel Marketing Communication /ILV / LV-Nr: ANM1 / 4.Semester / ECTS: 5</u> group work, discussion, E-Learning
	<u>Online Marketing(E) /ILV / LV-Nr: ANM3 / 4.Semester / ECTS: 5</u> Integrated course, group work, case studies, discussions, e-learning

Teaching and learning methods	<u>Product Development & Service Design /ILV / LV-Nr: ANM2 / 4.Semester / ECTS: 5</u> Integrated course, group work, case studies, discussions, e-learning
Evaluation Methods Criteria	<u>Omnichannel Marketing Communication /ILV / LV-Nr: ANM1 / 4.Semester / ECTS: 5</u> exam
	<u>Online Marketing(E) /ILV / LV-Nr: ANM3 / 4.Semester / ECTS: 5</u> Exam
	<u>Product Development & Service Design /ILV / LV-Nr: ANM2 / 4.Semester / ECTS: 5</u> Seminar paper

Module number:	Leadership & Conflict Management	Scope:	
MTE		10	ECTS
Degree program	University of Applied Sciences Bachelor's Program Marketing & Kommunikation Management part-time		
Position in the curriculum	5. Semester		
Level	5. Semester: Consolidation		
Previous knowledge	5. Semester: Modul MGT		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Team- & Conflict Management /ILV / LV-Nr: MTE1 / 5.Semester / ECTS: 5</u> - Jennewein, A., & Ackermann, M. (2021). Wege aus dem Konflikt: Geschichten, Impulse und Übungen für erfolgreiches Konfliktmanagement. Springer. - Glasl, F. (2004). Konfliktmanagement: Ein Handbuch für Führungskräfte, Beraterinnen und Berater. Freies Geistesleben. - Morales-Rodríguez, F. M. (2024). Conflict management: Organizational happiness, mindfulness, and coping strategies.		
	<u>Management Techniques /ILV / LV-Nr: MTE2 / 5.Semester / ECTS: 5</u> - Von Rosenstiel, L., Regnet, E., & Domsch, M. E. (2020). Führung von Mitarbeitern (8. Aufl.). Schäffer-Poeschel. - Schreyögg, G., & Koch, J. (2015). Grundlagen des Managements: Basiswissen für Studium und Praxis. Springer Gabler. - Northouse, P. G. (2016). Leadership: Theory & practice (7th ed.). Sage. - Rosenberger, B. (2021). Modernes Personalmanagement: Strategisch – operativ – systemisch (3. Aufl.). Schäffer-Poeschel.		
Acquisition of skills	<u>Team- & Conflict Management /ILV / LV-Nr: MTE1 / 5.Semester / ECTS: 5</u> The students know and understand the different aspects of group work and are able to identify conflict potentials and situations. They are able to apply different tech-niques of group leadership and have trained convincing conflict management skills.		
	<u>Management Techniques /ILV / LV-Nr: MTE2 / 5.Semester / ECTS: 5</u> The students know and understand the different approaches within strategic personnel management such as recruiting, personnel development and onboarding. Building on this, methods and approaches of holistic leadership understood as a combination of management and leadership are discussed and relevant leadership tasks are developed theoretically and practically. In particular, students are enabled to constructively master social conflict situations or other difficult conversational situations. They can fall back on a repertoire of techniques (moderation, reflection, constellation, etc.)		
Course contents	<u>Team- & Conflict Management /ILV / LV-Nr: MTE1 / 5.Semester / ECTS: 5</u> The students acquire a background knowledge for the assessment of social situa-tions, which should help them in their daily work to gain a greater communicative room for maneuver. The thematic framework includes: • Fundamentals of interpersonal communication • Special features of teamwork • Conflicts as social situations • Ability to deal with conflict • Employee leadership in conflicts		
	<u>Management Techniques /ILV / LV-Nr: MTE2 / 5.Semester / ECTS: 5</u> To prepare students for professional challenges in interpersonal communication, the course Leadership Techniques provides fundamental knowledge from the fields of leadership and human resource management. Students will acquire knowledge in the following areas: • Interrelations and dependencies between strategic corporate management and strategic human resource management • Human resource planning, recruitment, development, release, controlling, and evaluation, as well as the various problem areas of corporate management • Leadership understood as both management and leadership, including an introduction to different leadership styles • Selection of typical leadership tasks / requirements and challenges of leadership • Leadership communication, with a particular focus on communication in conflict situations		
Teaching and learning methods	<u>Team- & Conflict Management /ILV / LV-Nr: MTE1 / 5.Semester / ECTS: 5</u> Integrated course, group work, case studies, discussions, e-learning		
	<u>Management Techniques /ILV / LV-Nr: MTE2 / 5.Semester / ECTS: 5</u> Integrated course, group work, case studies, discussions, e-learning		
Evaluation Methods Criteria	<u>Team- & Conflict Management /ILV / LV-Nr: MTE1 / 5.Semester / ECTS: 5</u>		

	Project
	<u>Management Techniques /ILV / LV-Nr: MTE2 / 5.Semester / ECTS: 5</u>
	Project

Module number:	Strategic Communication	Scope:	
ANK		12	ECTS
Degree program	University of Applied Sciences Bachelor's Program Marketing & Kommunikation Management part-time		
Position in the curriculum	5. Semester		
Level	5. Semester: Consolidation		
Previous knowledge	5. Semester: Modul KMG		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Corporate Communications & PR /ILV / LV-Nr: ANK3 / 5.Semester / ECTS: 4</u> - Zerfaß, A., Piwinger, M., & Röttger, U. (Hrsg.). (2022). Handbuch Unternehmenskommunikation: Strategie – Management – Wertschöpfung. Springer Gabler. - Schroth, V., & Kochhan, C. (2025). Prozesse in der Unternehmenskommunikation optimal gestalten: Status quo und Perspektiven für die interne und externe Kommunikation. Springer Gabler.		
	<u>Disciplines of Corporate Communications /ILV / LV-Nr: ANK2 / 5.Semester / ECTS: 4</u> - Zerfaß, A., Piwinger, M., & Röttger, U. (2022). Handbuch Unternehmenskommunikation. Springer.		
	<u>Media Relations /ILV / LV-Nr: ANK1 / 5.Semester / ECTS: 4</u> - Zerfaß, A., Piwinger, M., & Röttger, U. (Hrsg.). (2022). Handbuch Unternehmenskommunikation: Strategie – Management – Wertschöpfung. Springer Gabler. - Teo, B. (2021). Navigating disruption: Media relations in the digital age. Marshall Cavendish. - Schach, A. (2022). Starke Texte in der Unternehmenskommunikation: Grundlagen und Anwendungsbeispiele von Public Relations bis Social Media. Springer.		
Acquisition of skills	<u>Corporate Communications & PR /ILV / LV-Nr: ANK3 / 5.Semester / ECTS: 4</u> Students possess foundational theoretical knowledge of the steps involved in a successful, harmonized communication concept and are able to apply the corresponding communication instruments in a coordinated and strategic manner. They are capable of creating an integrated cross-media communication concept for corporate communication within the scope of practice-oriented tasks. Students acquire basic competencies in these areas, can classify key concepts and instruments, and apply them in practice-oriented contexts.		
	<u>Disciplines of Corporate Communications /ILV / LV-Nr: ANK2 / 5.Semester / ECTS: 4</u> Students acquire advanced knowledge in selected areas of corporate communication, including communication controlling and issues management. They are able to apply key communication instruments, analyze results, and integrate them into conceptual measures. Additionally, they develop solutions for communication challenges, critically reflect on instrument effectiveness, and utilize digital tools, including generative AI, to support communication processes.		
	<u>Media Relations /ILV / LV-Nr: ANK1 / 5.Semester / ECTS: 4</u> The students know the instruments of analog and digital media work and can apply them in a targeted and effective way. In addition, they know how to interpret media usage data and how to apply it to specific target groups. The students know the access to the watchmen and actors of the current communication channels.		
Course contents	<u>Corporate Communications & PR /ILV / LV-Nr: ANK3 / 5.Semester / ECTS: 4</u> In this course the students get an overview of the different disciplines of corporate communication. In particular the new challenges of traditional organizational structures through digital channels. Based on this, the students learn that consistent communication requires an integrated and harmonized approach in all areas of the company. The strategic conception of corporate communication processes becomes the focus of attention.		
	<u>Disciplines of Corporate Communications /ILV / LV-Nr: ANK2 / 5.Semester / ECTS: 4</u> This module focuses on selected disciplines of corporate communication. Thus, the areas of Issues Management or Communication Controlling are deepened and later find their way into a strategic communication concept.		
	<u>Media Relations /ILV / LV-Nr: ANK1 / 5.Semester / ECTS: 4</u> To successfully adapt to and actively shape this transformation, students acquire the skills and tools of effective media and press relations, including the use of AI-based instruments. How do journalists work, what role do social media and influencers play, how can target groups be reached with key messages, and how can content be placed in relevant media channels? In addition, students analyze the media usage behavior of different stakeholder groups and develop corresponding external and internal communication strategies. Knowledge of suitable evaluation and monitoring tools for corporate communications completes the course.		
Teaching and learning methods	<u>Corporate Communications & PR /ILV / LV-Nr: ANK3 / 5.Semester / ECTS: 4</u> Integrated course, group work, case studies, discussions, e-learning		
	<u>Disciplines of Corporate Communications /ILV / LV-Nr: ANK2 / 5.Semester / ECTS: 4</u>		

	Integrated course, group work, case studies, discussions, e-learning
	<u>Media Relations /ILV / LV-Nr: ANK1 / 5.Semester / ECTS: 4</u>
	Integrated course, group work, case studies, discussions, e-learning
Evaluation Methods Criteria	<u>Corporate Communications & PR /ILV / LV-Nr: ANK3 / 5.Semester / ECTS: 4</u> Project Presentation Homework Exam

Evaluation Methods Criteria	<u>Disciplines of Corporate Communications /ILV / LV-Nr: ANK2 / 5.Semester / ECTS: 4</u> Seminar work
	<u>Media Relations /ILV / LV-Nr: ANK1 / 5.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 provided by Kufstein University of Applied Sciences. 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 meets the program's educational objectives and whether the student can be assigned to a position appropriate to his or her level of qualification. If these requirements are met, the International Relations Office (IRO) handles the organizational arrangements. A detailed internship guide assists students with organizing their internship semester; the IRO and the program administration are also available to students for questions and support.

Students must apply for the professional internship using a form (i.e., job description). The form includes key information about the student and the internship supervisor, as well as the objectives and tasks/activities at the host company. The internship is confirmed or approved by the signatures of the program director 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 items to be addressed. A key requirement is to compare the agreed-upon objectives with the objectives actually achieved. 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 from 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

Ensuring Comparability, Support, and Supervision Measures

Since its inception, Kufstein University of Applied Sciences in Tyrol has required a mandatory semester abroad at a partner university for its bachelor's degree programs. Students must demonstrate a total workload of 30 ECTS credits at the respective partner university. Due to the mandatory semester abroad in the 5th semester, no courses are offered at Kufstein University of Applied Sciences in Tyrol during this period.

For the Marketing & Communication Management program, students are provided with a list of selected institutions that are particularly well-suited to the program as part of their preparation for studying abroad. The list of institutions is based on many years of experience combined with appropriate new additions. Care is taken to ensure that the courses taken abroad are relevant to the program's topics (particularly in the areas of marketing, communication management, and business studies). 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 registration and travel to the respective country, etc.). Recognition of the coursework completed abroad is confirmed based on the "Transcript of Records" from the host university and is enclosed with the notification of recognition.

Support for Students During the Semester Abroad Students receive ongoing support during their semester abroad; the IRO is available for all information, questions, and concerns regarding studying abroad; arrangements are made in consultation with the program director (STGL).

3 ADMISSION REQUIREMENTS

The 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 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 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 examination 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 following field of study is relevant:

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

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

- Hotel Management School, Tourism School, Hospitality School
- Business schools
- Vocational Schools for Tourism Professions
- Vocational Schools for Business Professions
- Business Technical School
- Vocational schools for agricultural and forestry professions
- Business Schools

5. If foreign diplomas are not deemed equivalent to an Austrian high school diploma in terms of content and requirements, supplementary exams in English and mathematics must be taken before the start of the program. These exams can be taken either through external providers or at the Kufstein University of Applied Sciences Tyrol International Business School for a fee.

Newly emerging apprenticeship programs in similar fields must be recognized accordingly.

The **individuals described in sections 3 and 4** must, as an admission requirement, complete **supplementary exams** by the start of the third semester and, if necessary, take corresponding preparatory courses. This is possible at Kufstein University of Applied Sciences Tyrol.

The following supplementary exams are required for this group:

- German
- English
- Mathematics

Below is an overview of which German FOS/BOS specializations qualify as relevant admission requirements. In these cases, supplementary 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).

	MKM ft, pt
FOS	
- Technology	
- Business & Administration	X
- Social Services	X
- Agriculture, Biotechnology, and Environmental Technology	
- Design	X
- Health	
- International Business	X
BOS	
- Technology	
- Business & Administration	X
- Social Services	X
- Agriculture, Biotechnology, and Environmental Technology	
- Health	
- International Business	X