

**Course Descriptions
of the Master's Degree Programme
in Business Administration and Management**



2nd semester subjects

WEKERLE INTERNATIONAL UNIVERSITY

CORE DATA

Course unit:	Managerial Accounting and Controlling		
Course unit code:			Credits: 6
Total number of contact lessons:	lectures	0 lessons	Type of course: mandatory
	practice	60 lessons	
Assessment:	Term mark		
Aims of subject:	Contributing to the content specified under professional competencies, with particular emphasis on helping students understand the role of accounting and controlling in decision-making. Students will become capable of analysing and evaluating accounting information and providing recommendations to support decision-making, thereby contributing to the organization's financial and operational stability.		
Topics:	Content and format requirements for financial reporting, general and specific valuation rules. General and specific components of the balance sheet, income statement, notes to the financial statements, and management report; information available from the financial statements and ways to utilize it. The role and function of controlling within a business, and internal controlling systems. Areas of application for controlling (division-level revenue and cost accounting, comparison of planned and actual data by cost centre, process costing, process cost accounting, and cost of goods sold calculation).		

Competences	
Knowledge:	The students possess proficiency in identifying, formulating, and solving problems, as well as in gathering and processing information using state-of-the-art, theoretically rigorous mathematical, statistical, econometric, and modelling methods, and they are aware of their limitations. They are familiar with the rules and professional and ethical standards of business, economic organizations, and project planning and management.
Skills:	The students are capable of formulating independent conclusions, original ideas, and solutions; they are capable of applying sophisticated analytical and modelling methods, developing strategies to solve complex problems, and making decisions in a changing domestic and international environment as well as within organizational cultures. They develop an individual position based on their own analysis and are able to defend it in debate.
Attitudes:	The students are open and receptive to new developments in economic theory and practice. They show interest in the findings and solutions of related disciplines and are open to networking.
Autonomy:	The students select and apply relevant problem-solving methods independently in areas of significance from an organizational, strategic, and managerial perspective; perform economic analysis, decision-preparation, and advisory tasks independently.

Term requirements:	Midterm exam; ongoing, midterm assessment of seminar work; evaluation of individual and group work. Presentation of the results of a project covering the theoretical and practical material covered during the semester.
Credit approval criteria	
Attendance:	Regular attendance is required. Allowed absence rate: 20%
Type of exam:	---
Compulsory readings: as announced by the teacher	
Recommended readings: as announced by the teacher	



Course Descriptions

WEKERLE INTERNATIONAL UNIVERSITY

CORE DATA

Course unit:

Marketing Management

Course unit code:

Credits:

6

Total number of contact lessons:

lectures

30 lessons

practice

30 lessons

Type of course:

mandatory

Assessment:

Exam mark

Aims of subject:

Contributing to the content specified under professional competencies, with particular emphasis on helping students navigate the system of analytical, planning, implementation, and monitoring tasks related to marketing activities. Upon successful completion of the course, students will be able to distinguish between and conduct comparative analyses of marketing strategies related to consumer and organizational markets, plan STP strategies, design marketing sub-strategies and marketing activities, and make marketing mix decisions in a market environment.

Topics:

The content of a marketing strategy/marketing plan, analysis of the marketing environment and its methods. The system of consumer and buyer behaviour, the system of how organizational markets function. The concept of consumer value/customer value, the process of value creation, and its components. Competitive analysis, development of an STP strategy, marketing sub-strategies. Product marketing decisions.

Competences	
Knowledge:	The student has mastered the concepts, theories, processes, and characteristics of economics and the micro- and macro-levels of economic organization, and they are familiar with key economic facts. They understand the structure and operation of economic organizations, as well as their domestic and international networks of relationships and their informational and motivational factors, with particular regard to the institutional environment.
Skills:	<p>The student is capable of formulating independent conclusions, original ideas, and solutions; they are capable of applying sophisticated analytical and modelling methods, developing strategies for solving complex problems, and making decisions in a changing domestic and international environment as well as within organizational cultures.</p> <p>They are capable of developing strategies for solving complex problems, planning solutions, making decisions, and providing professional advice to economic actors. During analysis and practical problem-solving, they apply an interdisciplinary approach when necessary.</p>
Attitudes:	<p>The students is open-minded and receptive to new developments in economic theory and practice.</p> <p>Committed to high-quality work. In projects and group assignments, assertive, constructive, cooperative, proactive, tolerant, and inclusive.</p>
Autonomy:	They independently defend their professional opinion in predictable decision-making situations. Even in new and complex decision-making situations, they take responsibility for the environmental and social impacts.

Term requirements:	Midterm exam, ongoing assessment of seminar work throughout the semester, evaluation of individual and group work.
Credit approval criteria	
Attendance:	Regular attendance is required. Allowed absence rate: 20%
Type of exam:	Written/oral assessment of the theoretical and practical material covered during the semester.
Compulsory readings: as announced by the teacher	
Recommended readings: as announced by the teacher	

Course Descriptions



WEKERLE INTERNATIONAL UNIVERSITY

CORE DATA

Course unit:	Corporate Finance		
Course unit code:		Credits:	6
Total number of contact lessons:	lectures	30 lessons	Type of course: mandatory
	practice	30 lessons	
Assessment:	Term mark		
Aims of subject:	Contributing to the content outlined in the professional competencies, with a particular focus on familiarizing students with issues in modern corporate finance and the complex effects of financial markets on companies. The goal is for students to significantly improve their financial decision-making skills through the knowledge they have acquired.		
Topics:	Applications of short- and long-term financial management theories, working capital management, investment and financing decisions. Financial risks. Options for developing financial strategies that enhance corporate value. Analysis of financial statements. Liquidity, asset management, debt service, profitability, and market value ratios. Capital investment and financing decisions and the net present value rule. Corporate capital requirements and methods of raising capital. Planning capital requirements and market opportunities for raising capital. Examples of calculating corporate capital requirements. Principles of capital budgeting. The investment problem, investment and operating cash flows. The relationship between risk and return. Investment portfolios. Analysis of portfolio risk. Example of risk calculation.		

Competences	
Knowledge:	<p>The student has mastered the concepts, theories, processes, and characteristics of economics and the micro- and macro-levels of economic organization, and is familiar with key economic facts. They understand the structure and operation of economic organizations, as well as their domestic and international networks, and their informational and motivational factors, with particular regard to the institutional environment.</p> <p>They are familiar with the factors affecting business management and the methods used to influence them. They are also familiar with decision-making and decision-support methods.</p>
Skills:	<p>The student is capable of ...</p> <p>After acquiring practical knowledge and experience, graduates manage medium- and large-sized enterprises and complex organizational units; perform comprehensive economic functions within business organizations; and plan, direct, and manage complex business processes and resources.</p> <p>In their field of expertise, they prepare professional summaries and analyses, give presentations, and participate in professional discussions, including debates in a foreign language.</p>
Attitudes:	<p>The students are committed to high-quality work. In projects and group tasks; they are decisive, constructive, cooperative, proactive, tolerant, and inclusive.</p>
Autonomy:	<p>In areas of significance from an organizational, strategic, and managerial perspective, the students can independently select and apply relevant problem-solving methods and perform economic analysis, decision-preparation, and advisory tasks on their own.</p>

Term requirements:	<p>Midterm exam, ongoing midterm assessment of work completed in the seminar, evaluation of individual and group work.</p> <p>Evaluation of the results of a project that incorporates both theoretical and practical knowledge covered during the semester.</p>
Credit approval criteria	
Attendance:	Regular attendance is required. Allowed absence rate: 20%
Type of exam:	---
Compulsory readings: as announced by the teacher	
Recommended readings: as announced by the teacher	



Course Descriptions

WEKERLE INTERNATIONAL UNIVERSITY

CORE DATA

Course unit:	Activity Management		
Course unit code:			Credits: 6
Total number of contact lessons:	lectures	30 lessons	Type of course: mandatory
	practice	30 lessons	
Assessment:	Exam mark		
Aims of subject:	Contribution to the content specified under professional competencies, with particular emphasis on the student's ability to recognize the interrelationships between value creation, logistics, production, and quality management, and to apply them in complex practical situations.		
Topics:	The subject of operations management and related fields. The definition of quality management and its role in corporate management. Process quality. Key areas of value creation and their organizational frameworks. The purpose, tasks, areas, and approach of logistics. Logistics systems, methods, and procedures. The tasks of production management. Forecasting methods, demand-driven planning. Planning material and resource requirements. Inventory management. Inventory systems.		

Competences	
Knowledge:	<p>The student has mastered the concepts, theories, processes, and characteristics of economics and the micro- and macro-levels of economic organization, and they are familiar with key economic facts. They understand the structure and operation of business organizations, as well as their domestic and international networks, and their informational and motivational factors, with particular regard to the institutional environment.</p> <p>They possess extensive knowledge of management and organization as well as comprehensive social and civic literacy and knowledge relevant beyond the workplace.</p>
Skills:	<p>After acquiring practical knowledge and experience, the students can manage medium- and large-sized enterprises and complex organizational units; perform comprehensive economic functions within a business organization; plan and direct complex management processes; and manage resources.</p> <p>They participate in management processes, projects, and group problem-solving; as a leader, they plan, direct, organize, coordinate, and evaluate activities.</p> <p>Through lifelong learning, they develop, organize, and manage an individual strategy for self-development and career building. In their work organization, as a leader, they plan and organize the professional development of colleagues and subordinates.</p>
Attitudes:	<p>The students are committed to high-quality work. In projects and group tasks, they are decisive, constructive, cooperative, proactive, tolerant, and inclusive</p>
Autonomy:	<p>In areas of significance from an organizational, strategic, and managerial perspective, they independently select and apply relevant problem-solving methods, and independently perform economic analysis, decision-preparation, and advisory tasks.</p> <p>They independently establish, organize, and manage a large-scale business, or a large organization or organizational unit.</p>

Term requirements:	Midterm exam, ongoing assessment of seminar work throughout the semester, evaluation of individual and group work.
Credit approval criteria	
Attendance:	Regular attendance is required. Allowed absence rate: 20%
Type of exam:	Written/oral assessment of the theoretical and practical material covered during the semester.
Compulsory readings: as announced by the teacher	
Recommended readings: as announced by the teacher	



Course Descriptions

WEKERLE INTERNATIONAL UNIVERSITY

CORE DATA

Course unit:	Organisational Behaviour		
Course unit code:			Credits: 3
Total number of contact lessons:	lectures	0 lessons	Type of course: mandatory
	practice	30 lessons	
Assessment:	Exam mark		
Aims of subject:	Contributing to the content specified under professional competencies, with particular emphasis on integrating practical knowledge and experiential learning so that students gain a fresh perspective on the effectiveness of work performance as well as the establishment and maintenance of interpersonal relationships. They understand the specific characteristics of an organization's operations and the relationship between the individual and the organization. They gain insight into the process of shaping organizational culture, thereby becoming aware of the complexity of their own roles and those of their leaders.		
Topics:	The conceptual framework of organizational behaviour, organizational performance. The individual in the organization: personality, abilities, attitude, learning. Personal motivation. Groups in the organization. Power, organizational politics. Personal leadership. Organizational culture. Conflicts in the organization. Organizational change, organizational learning. New trends in the practice and theory of organizational behaviour.		

Competences	
Knowledge:	The students possess extensive management and organizational skills. They also have a broad understanding of social and public affairs, as well as a wealth of knowledge that extends beyond the professional sphere.
Skills:	After acquiring practical knowledge and experience, the students can manage medium- and large-sized enterprises and complex organizational units; perform comprehensive economic functions within a business organization; plan and direct complex management processes; and manage resources. They participate in management processes, projects, and group problem-solving tasks; as a leader, they plan, direct, organize, coordinate, and evaluate activities.
Attitudes:	The students consider it their duty to correct mistakes and help their colleagues develop. They support the personal and professional growth of their colleagues and subordinates. They are committed to high-quality work. In projects and group tasks, they are decisive, constructive, cooperative, proactive, tolerant, and inclusive.
Autonomy:	In areas of significance from an organizational, strategic, and managerial perspective, the students independently select and apply relevant problem-solving methods and perform economic analysis, decision-preparation, and advisory tasks on their own.

Term requirements:	Midterm exam, ongoing assessment of seminar work throughout the semester, evaluation of individual and group work.
Credit approval criteria	
Attendance:	Regular attendance is required. Allowed absence rate: 20%
Type of exam:	Written/oral assessment of the theoretical and practical material covered during the semester.
Compulsory readings: as announced by the teacher	
Recommended readings: as announced by the teacher	



Course Descriptions

WEKERLE INTERNATIONAL UNIVERSITY

CORE DATA

Course unit:	International Economics		
Course unit code:			Credits: 3
Total number of contact lessons:	lectures	15 lessons	Type of course: mandatory
	practice	15 lessons	
Assessment:	Exam mark		
Aims of subject:	Contributing to the content outlined in the professional competencies, with a particular focus on ensuring that students gain a comprehensive understanding of the role played by multilateral development banks and trade organizations in the global economy, as well as their role in strengthening economic and social cohesion across different economic regions.		
Topics:	Differences between closed and open economies. The principle of the international division of labour. Labour productivity and comparative advantage. The Ricardian model. Multilateral trade agreements (EU, ASEAN, NAFTA, MERCOSUR). Economies of scale, international factor movements (goods, services, capital, labour). Trade policy instruments. Universal and regional development financial institutions. The role of multinational corporations in globalization processes, in the creation of economic and social value, and in the introduction of new innovative production and trade methods.		

Competences	
Knowledge:	The students are familiar with the process of European integration and the European Union's policies related to its activities. In addition to a high level of proficiency in everyday language, they possess a command of economic terminology and its specific stylistic and compositional features in their native language and at least one foreign language.
Skills:	The student is able to work effectively in an international multicultural environment.
Attitudes:	The students adopt a cultured, ethical, and objective intellectual approach in dealing with people and social issues; in their work, they pay attention to broader social, sectoral, regional, national, and European values, including social, ecological, and sustainability considerations. They strive to develop their knowledge and professional relationships, and encourage, assist, and support colleagues and subordinates in doing the same.
Autonomy:	In areas of significance from an organizational, strategic, and managerial perspective, the students independently select and apply relevant problem-solving methods and perform economic analysis, decision-preparation, and advisory tasks on their own.

Term requirements:	Ongoing, mid-semester assessment of work completed in the seminars; evaluation of individual and group work.
Credit approval criteria	
Attendance:	Regular attendance is required. Allowed absence rate: 20%
Type of exam:	Written assessment of the theoretical and practical material covered during the semester.
Compulsory readings: as announced by the teacher	
Recommended readings: as announced by the teacher	