DEVELOPMENT PLAN
MODUL UNIVERSITY VIENNA

STUDY YEARS 2014/15-2019/20

Presented to the Accreditation Council (AQ Austria) during the process of reaccreditation in 2014

MODUL University Vienna

Development Plan
Study Years 2014/15 – 2019/20

Vienna, 17th of January 2014

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Starting Position

MODUL University Vienna is a private university in Austria that is accredited by the Austrian Accreditation Council (AQ Austria) and recognized by the Federal Ministry of Science and Research. It commenced its operations on 1 October 2007.

The **Development Plan of MODUL University Vienna (2014/15-2019/20)** is set to extend and specify the strategic focus and developmental goals that were defined during the establishment of the university. The Plan is based upon various assumptions with regards to important **developments of the external and internal environment** of MODUL University Vienna. In addition, it contains a suggestion for a **strategic focus and the development of a profile** as well as a **financial plan**, including an **organizational and personnel development plan**. The developmental and communication goals make it possible to realistically estimate the necessary **resources**. Nevertheless, all developmental steps are to be discussed with regards to availability of resources before they are implemented. If resources are limited, the University Board will prioritize as necessary.

Picture 1: Stakeholders of MODUL University Vienna

The current Development Plan increases not only the professionalism of the university as a whole, but also the quality of performance in every academic and administrative department. Through this, the basis for the sustainable and economic success of MODUL University Vienna will be developed.

MODUL University Vienna deals with a number of stakeholders whose expectations need to be anticipated (see Picture 1). Of upmost priority is the mission of the **owners** of the university, who have high expectations on the profile development and economic success of the university.

Other important stakeholders are the **Austrian Accreditation Council**[1] and additional academic certifying institutions. The conditions for accreditation require continuous evidence of research as well as fulfilling at least 50% of the teaching obligation with the permanent staff. In order to continue its operations, MODUL University Vienna must be granted reaccreditation in 2014.

Finally, the university is responsible for its potential and **current students**, **graduates** (alumni), **employees**, **industry** and **sponsors** affiliated with the university, as well as **science** and **society**.

The vast amount of various, partly even conflicting expectations of these stakeholders should be exceeded. The **reputation of the faculty**, which is a result of their **research performance** and the **quality of the study programs**, is the most important success factor of the university.

The **concept and vision** as a research-oriented university as well as the university's fundamental **educational goals** are the foundations of the university profile.

Strategic Orientation and Profile Development

Mission Statement and Vision

MODUL University Vienna (MU) is an internationally oriented organization for research and education in economics, business, and management of sustainable development, with a strong focus on future oriented sectors like new media technology, tourism, and governance. MODUL University Vienna combines a strong academic foundation with a commitment to sustainability and innovation as the key drivers of long-term success. It aims to foster independent and original research and bring the benefits of innovation to the research community and the general public.

In pursuit of its mission, the University responds creatively to local, national and global change. It initiates and supports internationalization, lifelong learning, equality and social justice. MODUL University Vienna applies rigorous standards of scholarship and promotes the principles of freedom of scientific thought and teaching as well as equal opportunity. The university

[1] AQ Austria, previously Österreichischer Akkreditierungsrat (ÖAR).

commits itself to continuous quality improvement and the extension of its educational programs.

Environmental protection, social responsibility and economic viability are key principles of MODUL University Vienna and it acknowledges and embraces the urgent need for development strategies that meet the needs of the present without compromising the welfare of future generations. Sustainability represents an integral part of the curriculum and research agenda and is also reflected in the daily work flow. In addition, the university operates in a manner that minimizes environmental risks and adverse effects on the environment.

The profiling of MODUL University Vienna is carried out through scientific subjects as well as comprehensive research and educational activities. In addition to that, MODUL University Vienna conveys itself as an institution for an integrated academic education that is seldom encountered in Austria and Europe at the university level. This integrated education is understood as an intertwining of decision-making competence on a professional level and personality development and represents a combination of methodical problem solving, social and psycho-social learning.

The fundamental **values of education** defined by MODUL University Vienna's University Assembly and approved by its University Council, are as follows:

1. **Knowledge, Creativity, Innovation**
   Challenge what the society takes for granted and embrace change

2. **Personal Integrity**
   Support the principles of equality and justice

3. **Mutual Respect**
   Value diversity and humanity

4. **Responsibility and Stewardship**
   Serve as ambassadors of sustainable and responsible living

Members of the university are encouraged to adhere to these values; these values are conveyed to the students through various methods inside and outside of the classroom. A system for monitoring the success shall stimulate continuous discussion and lead to further development of the teaching methods.

Due to existing competition on the national level, MODUL University Vienna can only subsist with international and highly specialized offers. An international orientation, achieved by reaching over European borders, is an essential aspect of the development of quality and should be reflected in the future through faculty, student mobility programs and a strong network in the form of international cooperation and partnership agreements with other universities and economic partners.

MODUL University Vienna has a goal to be acknowledged in Europe as Austria's leading private business school with innovation stimulating study programs in the fields of international management, sustainable development, and tourism within the next ten years. The terms research oriented, diverse, international, innovative and sustainable should be those most often associated with MODUL University Vienna.

Main Goal 1:
MODUL University Vienna is acknowledged in Europe as Austria's leading private university with internationally recognized research and innovative study programs in its fields of specialization.

Main Goal 2:
Nationally and internationally, the university is renowned for the high level of student satisfaction, methodological competences of its faculty, and a rigorous commitment to innovation and sustainability as key drivers of success in a dynamic and knowledge-based society.

These leading goals, together with the four educational values, lay down the fundamental basis and direction for the development of MODUL University Vienna. Given this background, the university must distinguish itself from other competitors as a provider of scientifically based and research led teaching at the university level.

MODUL University Vienna offers study programs in subject areas with outstanding job opportunities both nationally and internationally. The integrated educational concept prepares its graduates for leadership positions.

MODUL University Vienna not only appreciates but embraces the ideas expressed in the intellectual discussions of its employees and students – it wants to be a place that reflects **diversity** and strives to implement it in its development. Diversity is expressed in various ways and is formed by characteristics such as gender, age, level of education, cultural, ethnic and religious affiliation, sexual orientation, family status and disability. The students and employees are encouraged to engage in activities that foster and reinforce diversity. The great amount of cultural diversity among members of the university is an essential feature of the university, and it requires the development of a broad international network.

The criteria for admission to a study program are based primarily on the qualifications of the applicant, for which prior factual and procedural knowledge and motivation have an equal degree of importance. MODUL University Vienna is committed to expanding its scholarship programs in order to recognize extraordinary academic achievements and to increase the acceptance of qualified applicants who add diversity to the university's student body, but cannot finance their studies themselves.

The university acknowledges the achievements of its academic staff in the areas of research, teaching and knowledge transfer. It develops scientific growth in its specific subject areas and orients itself toward the quality requirements of other leading international universities. In addition to this, MODUL University Vienna offers solutions to problems encountered in the business sector as well as in the public sector and is the primary point of contact when questions arise within its areas of expertise. The possibilities of choice while studying and opportunities for further education after studying are important characteristics of the study programs offered and make life-long learning possible.

Ideas and concepts of sustainability are not only integrated into the study programs and on the research agenda, but they are also put into practice in daily operations of the university. MODUL University Vienna envisages becoming the first zero-energy university and an example of Corporate Social Responsibility put into practice. Sustainable development will be seen as an important undertaking of the university. The practical experience gathered in the development process will be implemented as much as possible in teaching.

Due to its type of organization (private university), the university is obligated to be a self-sustaining institution meaning it covers its own operational costs. It is a strategic goal of the university to finance the costs accrued in the development of its profile and cutting-edge teaching and research as quickly as possible with tuition fees and third party funds (acquired through fundraising), and to increase its financial independence from external resources.

Main Goal 3:
MODUL University Vienna will approach becoming a financially independent organization.

The goals of MODUL University Vienna will be met through the development of its profile, by communicating the high quality of research and education, and by creating a MODUL identity among students and graduates. Effective internal and external marketing is required for the economic success of the university.

The entire university staff deals efficiently and responsibly with the available resources. To what extent MODUL University Vienna can reach the overall goals it has set forth depends mostly upon the engagement of members of the university.

Areas of Activity

MODUL University Vienna is active in four central areas:

1. **Research**: The autonomous generation of knowledge and the active participation in each particular scientific community is an essential component of the core identity and indispensable requirement for research supported teaching.

2. **Teaching/Education**: All activities of MODUL University Vienna related to stimulating and expanding students' knowledge (e.g. supporting life-long learning) are the most important of all the expectations held by the university's stakeholders.

3. **Transfer services**: All activities that aim to solve the problems facing society, in particular those which are economic in nature, but result from areas not attributed to research and education will be designated as transfer achievements.

4. **Sustainable development goals**: Activities undertaken by members of the university should also help to achieve the university's sustainability goals.

Development of Research

Economic research at academic level will be successful primarily through a balanced mixture of basic and applied research endeavors and second through the transfer of research results into the teaching programs. Topics with the potential of profiling the university should emerge from research areas with a high potential to contribute to progress. This is particularly not everywhere the case in the area of business administration where only new and fashionable vocabulary is used (e.g. the buzzword of "destination management" in the specialization area of tourism and leisure). In addition to that, aspirations and competences have to match. In the long run, the private MODUL University Vienna is convinced to pursue the following themes credibly (sequence has no ranking):

1. Travel Flow, Trend and Competitiveness Analyses

Very promising appears to carry forward the prevailing research initiatives in the field of regional tourism development. Urgent need for action still exists for conducting travel flow and competitiveness studies broken down by national, regional and urban structures. Questions like how the changes of infrastructure and tourism organizations in Eastern Europe impact on the competitiveness of Central and Eastern European destinations remain predominantly unanswered. MODUL University Vienna faculty contribute more than 10 years in this field and offer – in cooperation with the largest national and European tourism organizations (Austrian National Tourism Organization, European Travel Commission, European Cities Marketing) – the most comprehensive database in European tourism statistics. In May 2009, this project received the "Ulysses Special Jury Prize" by the UNWTO in the category "Innovations for Tourism Companies". This database offers an ideal backbone for conducting research projects focusing on destination and competitiveness analyses and on the development and evaluation of innovative tools for marketing decision support.

The continuously updated secondary statistical information is complemented by occasionally conducted primary investigations (e.g. standardized guest surveys in selected cities, manager panel data on the development of services rendered by tourism organizations). Both data sources are exploited in parallel for running varied investigations. Particular problems in regional analyses arise during data compilation and the application of methods due to

incomplete and/or non-standardized data. Hence, the overall research aim in this area foresees the further extension of the currently largest international database of regional tourism statistics, the application of existing and the development of new tools of analysis to improve the evaluation of regional economic problems.

2. Development and Evaluation of Information Systems

Marketing Intelligence tools are used for developing IT-supported product innovations, management information systems and selected research fields of the web economy. In the area of tourism specific and innovative technological developments MODUL University Vienna faculty gained national and international expertise during the past decades. Examples are the domain-specific search engine contracted by the Austrian National Tourism Organization and the tourism portal developed on behalf of the European Cities Marketing that employs web usage mining and web content mining technologies. This research area emphasizes the development and dissemination of non-trivial methods of analysis and optimization exploiting insights from management, marketing science, psychometrics, statistics and computational intelligence. Related topics for further development are: new media usage for generating and assessing product innovations in tourism and leisure as well as the application of shared-experience models in collaborative working environments.

3. Big Data Analysis – Knowledge Extraction and Information Diffusion

Numerous projects in the field of media monitoring and knowledge management lack suitable analytical frameworks, focus on only one medium, or neglect the dual role of customers as producers and consumers of digital content. These shortcomings open a very promising field for research to grasp and model e.g. the fundamental mechanisms of information diffusion in media of different degree of interactivity and their impact on the process of public opinion emergence. MODUL University Vienna faculty members have been working on a series of successful projects in order to develop accurate annotation services to enrich documents with geospatial, semantic and temporal tags and developed visualization systems for synchronizing geographic maps, tag clouds, association graphs as well as two- and three-dimensional information landscapes. These visualizations help users to understand the context of gathered Web intelligence while navigating large repositories of Web documents – processing a user's search query and showing the most relevant documents in their specific regional context, for example, or comparing the online coverage about an organization by different stakeholders groups. The technologies developed within these projects can be used to analyze the diffusion of product-related opinions across electronic channels, and how managers and policy makers can use the results of this analysis for improving their decision making.

4. Collective Awareness, Knowledge Co-Creation and Social Innovation

An important research focus at MODUL University Vienna is building Collective Awareness Platforms (CAPS) to strengthen the relationship between stakeholders in a given domain such as "climate change", e.g. scientists, policy makers, educators, NGOs, news media and corporations. Such platforms enable the management of expert knowledge from multiple partner organizations and provide a platform for effective communication and collaboration. They also

aim to translate the stored knowledge into coordinated action. Innovative survey instruments in the tradition of "games with a purpose" will be explored for sharing meaning and leverage networking platforms to capture indicators of attitudes, lifestyles and behaviors. A particularly promising approach is the emerging field of Embedded Human Computation (EHC), which will advance and integrate the currently disjoint research fields of human and machine computation (www.ucomp.eu). EHC goes beyond mere data collection and embeds the HC paradigm into adaptive knowledge extraction workflows. The long-term aim is to integrate the above mentioned Collective Awareness Platforms (currently pursued in the DecarboNet.EU project) with iterative EHC cycles (currently pursued in the uComp.EU project) to support knowledge co-cration and social innovation processes, drawing upon a wide range of evidence sources including both structured sources (e.g. Linked Open Data) as well as unstructured sources (e.g. crawled archives of news and social media content).

5. Environmental Communication with a Focus on Climate Change

Given the intense attention that environmental topics such as climate change attract in news and social media coverage, key questions for government agencies and other large organizations are how other stakeholders perceive the observable threats and policy options, how public media react to new scientific insights, and how journalists present climate science knowledge to the public. MODUL University Vienna will continue to advance the state of the art in semantic technologies to address these questions, showcasing its achievements through the *Media Watch on Climate Change* (www.ecoresearch.net/climate), a publicly available online platform. Future studies will investigate how online metrics and visual analytics components can be used to measure and possibly predict the impact of science communication and public outreach campaigns – through a combination of quantitative and visual methods that go beyond sentiment analysis and related opinion mining approaches.

6. Sustainable Tourism and Regional Development Policy

Tourism, for many cities and regions, is a propulsive source of economic vitality, and its economic health can profoundly influence the course of regional development and sustainability. In the last few decades there has been a paradigm shift in how society views the relationships among tourism, development, and sustainability. There is now greater emphasis on reducing social disparities, maintaining acceptable levels of quality of life for citizens, and maintaining environmental quality, biodiversity, and the conservation of non-renewable resources. Levels of tourism that negatively impact the environment, the host community and the quality of public services and infrastructure will, over time, erode the appeal of the city or region as a tourist destination as well as the quality of life for its residents and can lead to loss of economic vitality. We address such questions as: How can tourism and regional development strategies be coordinated to achieve sustainable development? What role does social entrepreneurship and social business have in fostering sustainable tourism development? What are the drivers for companies to adopt corporate social responsible strategies and what affects the adoption? What are the consequences of adopting Corporate Social Responsibility (CSR) for a company and how can they be monitored and evaluated? Which external and internal factors challenge, impede, encourage and influence the implementation of sustainability by

enterprises. How can consumers be actively involved in the process of adopting sustainability practices? How can we make tourism accessible for all ('tourism for all')? How can tourism be used as a tool for poverty reduction? What are the challenges and methods for improving the situation of the tourism labor market? How can stakeholder participation help to foster a sustainable level of tourism? What are the best ways to monitor and benchmark progress on sustainability? What are the implications of exogenous factors such as climate change on regions whose economies depend upon tourism, and what types of regional policies are needed to manage such uncertainty and instability?

7. Governance for Innovation and Sustainable Development

Research in the field of management of sustainable development covers more than the classical corporate management approaches. Besides the core field of corporate social responsibility, it is oriented toward the question of the growing importance of public-private-partnerships since the border between the public and the private sector becomes blurred and focuses on the growing importance of social entrepreneurship and social business. The question of implementing social responsibility in private and public institutions is more than formulating a CSR mission statement. Moreover, the focus will lie on sustainable finance and sustainable financing strategies which incorporates impact and social or sustainable investments. The central questions addressed in this context will deal with the tradeoff between social impact and investment return, but also with possibilities to finance climate change or social response.

Innovation and sustainable development are also highly visible target areas on the political agenda and demand the appropriate governance structures for their promotion. Making progress on both sustainable development and technological innovation requires steering individual behavioral and societal change at the intersections of the social, economic, and ecological realms and often involve managing and solving conflicts at multiple levels of government. The central challenge of governance, hence, is developing the institutional capacity to design, promote, gain agreement for, implement, and monitor effective strategies. We address such questions as: How can good governance practices contribute to social responsibility and sustainable development? What kinds of governance structures are most effective? Are new forms of cooperation and coordination needed? What are the benefits of the formation of networks and partnerships? What challenges and bottlenecks arise from these new organizational forms of governance?

8. The Role of Higher Education in Sustainable Economic Development

In the globalized, knowledge-based economy of the 21st century, organizations that produce and disseminate knowledge have a critical role to play in assisting cities, regions, and nations reach and sustain economic competitiveness. How do higher education institutions respond to this recognition, by expanding their activities beyond teaching and basic research to include economic, business, and technology development? Research conducted by MODUL University Vienna's faculty examine the effectiveness of universities in the stimulation of regional economic development, the emergence of academic entrepreneurship and the problems and opportunities the 'entrepreneurial turn' of universities creates, and the analyses of policies and

regulations that hinder how universities can become more effective as an engine of regional development. Research on how institutions of higher education have provided leadership is conducted and technical expertise in sustainable development practices will continuously be developed.

9. The Measurement of Living Conditions and Quality of Life

In close connection to the international developments regarding social structural indicators, MODUL University Vienna is engaged in fundamental research about the assessment of living conditions, quality of life and subjective well-being. Driven by the report of the Stigliz-Sen-Fitoussi commission, OECD and EU are working on amendments to the system of social indicators that are going far beyond merely economically oriented variables such as GDP or monthly income. However, severe measurement problems raise questions about the validity of many of the proposed indicators (such as subjective ratings of life satisfaction). Therefore, various kinds of measurement approaches are tested and compared on a large-scale basis, including particularly interviewing and survey approaches.

10. Energy Finance and Asset Pricing

In recent years, the interest in commodity markets and commodity pricing increased. Driven by the increase of speculation in this area, market regulators, policy makers, and producers of commodities (agriculture, energy, natural gas) ask for assistance in order to assure fair prices which can only be reached if the trading market operates in an efficient way. This research addresses the classical intersection between finance and economics and, thus, combines the different methods and theories applied in the certain area.

Research Funding

MODUL University Vienna's research activities are primarily carried out by its faculty and by third-party funded researchers. The university distinguishes between basic and applied research. Basic research comprises all research funded by international, national, or regional research funds, usually generated through competitive calls. In addition to that, it also includes all non-funded research carried out by faculty members as stipulated in their work contracts. For each individual faculty member, the university's research expectation varies depending on the role and on the amount of employment. Full Professors and Associate Professors, due to their other administrative responsibilities, have a research expectation of 40%, Assistant Professors and Researcher and Lecturers of 50% of their working time (see Chapter 'Organization of Academic Activities'). All faculty members (including Senior Lecturers and Lecturers) are expected to contribute to applied research, either by conducting externally funded research projects at MODUL Research, or by providing other forms of transfer services (providing speeches, participating in advisory boards, etc.).

The expected development of research funding at MODUL University Vienna is outlined in the following table:

Research Funding	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Full Professor[1]	270.359	334.682	403.011	413.086	423.414	433.999
Associate Professor[1]	156.942	198.175	203.130	208.208	213.413	218.748
Assistant Professor[1]	220.540	313.999	321.849	366.539	375.702	385.095
Researcher and Lecturer[1]	168.778	172.998	199.176	247.861	275.911	282.808
Subtotal	**816.619**	**1.019.853**	**1.127.165**	**1.235.694**	**1.288.440**	**1.320.650**
Basic research projects @MU[2]	165.000	181.500	199.650	219.615	241.577	265.734
Applied research projects @MR[3]	40.000	45.000	50.000	55.000	60.000	60.000
Total research funding	**1.021.619**	**1.246.353**	**1.376.815**	**1.510.309**	**1.590.016**	**1.646.385**
in % of total budget	**15%**	**16%**	**16%**	**16%**	**16%**	**16%**
Basic research in %	96%	96%	96%	96%	96%	96%
Applied research in %	4%	4%	4%	4%	4%	4%
Internally funded research in %	80%	82%	82%	82%	81%	80%
Externally funded research in %	20%	18%	18%	18%	19%	20%

Notes: [1] time dedicated for research in % (see Chapter ‚Organization of Academic Activities')
[2] Total revenues from third party funded research projects (incl. 'Researchers')
[3] Third party funded research projects at MODUL Research (on-the-job research transfer activities of faculty and overheads)

Development Steps

- Lighthouse research areas that are identified to strengthen the research profile of the university, will be actively supported by the university management. Examples for potential lighthouse research areas are:
  - Assessment of strategies and policies for sustainable development
  - Energy finance and asset pricing
  - Knowledge-based regional economic development strategies
  - Media monitoring
  - Open data/tourism benchmarking systems
  - Open access research platforms/journals
- Emphasis will be given to advancements in interdisciplinary research to take advantage of their capacity to strengthen MU Vienna's profile.

Development of Teaching/Education

An important criterion of MODUL University Vienna that distinguishes it from other tertiary educational institutions (Applied Universities in particular) is the strong link between research and teaching. The content of what is taught is oriented toward and reflects the current condition and themes of the respective international scientific communities. The teaching processes do not primarily emphasize the mediation of fact-based knowledge, but rather – depending upon the course of studies and level of education, determine the appropriate balance for integration of the fundamental educational goals of MODUL University Vienna – the acquisition of reflection and learning capabilities as well as the transfer of knowledge. All

instructors at MODUL University Vienna, therefore, deal with research at least passively, in the sense of tracking the relevant scientific discourse, and preferably also actively through distinct research contributions.

In the field of education, MODUL University Vienna is active in teaching on various levels, offering undergraduate, graduate, and post-graduate degree programs.

MODUL University Vienna currently offers seven study programs offered by four different Schools:

Undergraduate School

1. Bachelor of Business Administration in Tourism and Hospitality Management (6 Semesters)
2. Bachelor of Business Administration in Tourism, Hotel Management, and Operations (8 Semesters)
3. Bachelor of Science in International Management (6 Semesters)

Graduate School

4. Master of Science in International Tourism Management (4 Semesters)
5. Master of Science in Sustainable Development, Management, and Policy (4 Semesters)

Professional School

6. Master of Business Administration (4 Trimesters)
    - Major in Tourism Management (optional)
    - Major in Management of Sustainable Development (optional)

Post-Graduate School

7. Doctor of Philosophy (8 Semesters) in Business and Socioeconomic Sciences

Undergraduate School

The Bachelor level programs offered by MODUL University Vienna are oriented primarily toward the demands of the job market. Thus, an extensive coverage of relevant economic themes in the educational content in these areas is sought. A method-oriented education is in the foreground and particularly emphasized in the Bachelor of Science program; the fundamental knowledge of business informatics as well as knowledge of advanced topics such as business ethics or environmental management is also a part of this education.

The university is faced with a high demand from students who are interested in a very training-oriented education in the area of hotel management. In order to meet these demands and not jeopardize the profile and strengths of the three year bachelor program, a segmentation and

expansion of the content and duration of studies has been implemented (i.e. 4 years BBA in Tourism, Hotel Management, and Operations).

Development Steps

No major revisions of the undergraduate programs are planned during the period of this development plan. However, the following are defined as long term goals for the development of the undergraduate study programs:

- Continuously increase quality and number of applicants through increased market knowledge and cooperation with institutions/persons who have access to high potential applicants (Maximum number of intakes per year: BBA in Tourism and Hospitality Management: 90; BBA in Tourism, Hotel Management, and Operations: 30; BSc in International Management: 90).

- Full-time studies with 60% international students (Assumption: BBA 3yrs: 70%, BBA 4yrs: 90%, BSc: 50%) from at least 50 different nationalities.

- Differentiate Common Body of Knowledge courses by study programs (BBA, BSc) and offer program specific case studies, examples, and exams.

- Further develop the concepts of curricular value-based education, interactive/collaborative lectures, blended learning, mentoring, and high potential programs.

- Increase flexibility to the curriculum by offering multiple courses in different semesters.

- Further develop the concept of non-curricular value-based education in collaboration with the Student Service Center.

- An industry advisory board with focus on 'International Management' will be installed in order to advise the Dean and the respective Program Area Director in curriculum specific questions and to support the development of the new Bachelor of Science study program.

- Continuous evaluation of joint- or double-degree co-operations with internationally recognized partner universities.

- Based on student demand, further development of the university exchange program (including number of available study abroad opportunities), particularly for students of the BSc study program.

- Accreditation of a study qualification exam ('Studienzulassungsprüfung') for applicants with comprehensive professional experience without A-level certificate.

- Observing the developments of 'Professional Academies' ('Berufsakademien') and possibly develop an offer in collaboration with MODUL College.

Graduate School

The consecutive Master programs (graduate studies) are taught in substantially smaller groups than in the Bachelor programs. Similar to the undergraduate study programs, the selection of the applicants is based on the qualifications, motivation, and diversity of its applicants.

During the phase of this development plan, a minor revision of the Common Body of Knowledge programs and a significant revision of the MSc in International Tourism Management are planned. The main purpose of these revisions is to better accommodate the interests of the students and the needs of the very broad tourism labor market.

Development Steps

- Continuously increase quality and number of applicants through increased market knowledge and cooperation with institutions/persons who have access to high potential applicants (Maximum number of intakes per year: 30 students per study program).

- A revision and extension of the MSc in International Tourism Management curriculum offering specializations ('majors') in following fields (until 2016/17):

    - Hotel Development and Finance
    - Destination Marketing and Management
    - Sustainable Tourism and Planning

- Full-time studies with approximately 50% international students from at least 15 different nationalities.

- Continuous evaluation of joint- or double-degree co-operations with internationally recognized partner universities.

- Evaluating and improving the content and procedures of the make-up courses for applicants that lack pre-education in the specialization areas of the MSc study programs.

Professional School

At the level of the continuing education for professionals, MODUL University Vienna currently offers a general Master of Business Administration (MBA) study program. This study program is an attractive and competitive offer for professionals who want to further their career by updating their knowledge about state-of-the-art management approaches and methods.

For admission to the MBA program, at least 3 years of work experience are required as well as academic qualifications. However, the requirements for each program are to be individually determined and can be compensated in exceptional cases with corresponding leadership experience. The duration of the studies is either 18 (full-time) or 24 months (part-time, for employed students).

For the clear positioning and concentration of resources, MODUL University Vienna is offering a study program with core subjects in business administration that will be marketed together with various specializations students can select as a major area during their studies. Currently following majors are offered in the MBA study program:

- Tourism Management
- Management of Sustainable Development

In addition, an MBA in Sustainable Development and Management has been developed in collaboration with the Vienna University of Natural Resources and Life Sciences (BOKU). This program will be launched when a minimum of 10 self-paying students apply for the program.

A selected number of MBA specialization courses are also offered as enrichment courses to students in the Master of Science study programs. A subset of MBA courses are also marketed as individual courses (seminars) that can be credited towards an academic degree if they are booked with the optional assessment.

Development Steps

- Continuously increase quality and number of applicants through increased market knowledge and cooperation with institutions/persons who have access to high potential applicants (Maximum number of intakes per year: 25).

- Target the marketing towards professionals rather than executives.

- Extending the number of enrichment courses according to the number of students in the MBA and MSc study programs considering the research competencies of MU's faculty.

- The work experience of participants in the MBA study program should continuously be increased.

- Further developing the marketing activities with the Vienna University of Natural Resources and Life Sciences (BOKU) in order to create demand for the currently suspended MBA in Sustainable Development and Management study program. Offer the course if a minimum of 10 self-paying students apply for this program.

- Intensifying the marketing of the seminar courses (individual courses) and further developing existing and creating new marketing co-operations with industry partners.

Post-Graduate School

Since fall 2013/14, MODUL University Vienna offers a PhD program in the fields of Business and Socioeconomic Sciences. This program primarily serves the academic development of its own

faculty, but is also offered to other highly qualified students. Target groups for PhD students are therefore:

- Internal faculty at MU Vienna ('Researcher and Lecturers' or 'Lecturers')
- Assistantship students funded by external research projects
- Scholarship students receiving financial aid by national or international organizations or companies
- Self-paying PhD students

Development Steps

- Future pre-doc faculty members (Research and Lecturer) must enroll their studies in the MU PhD program. The hiring process of Researchers and Lecturers needs to be adjusted to accommodate not only the teaching requirements in the Undergraduate School but also the research competencies and the supervising capacities of MODUL University Professors.

- The MODUL University Vienna Scholarship Program for PhD students tailor-made for businesses or other organizations who want to develop internal research capacities ('PhD für die Wirtschaft') will be promoted and should lead to at least 3 scholarship PhD students per year.

Development of Knowledge Transfer Services

The area of activity referred to as 'Transfer Services' comprises all activities of the members of MODUL University Vienna which aim to solve problems faced by society, especially those which are economic in nature, but do not include the areas of basic research or education. The execution of commercial research projects, the participation at subject related, non-academic events (e.g. presentations at industry fairs and conferences), continuing education courses for practitioners, and the activities within the scope of MODUL Career, the Alumni and Career Center, are recognized as transfer achievements of the university.

To this end, and in order to foster innovation, MODUL University Vienna, like other leading national and international universities, has established a platform for industry funded research. The goal of **MODUL Research GmbH** is, on the one hand, to communicate the practical relevance of the research done at MODUL University Vienna to the industry in a suitable form, and on the other hand, to develop concrete approaches to solving problems confronted by businesses and society. With MODUL Research, MODUL University Vienna also created the internal conditions which allow it to be competitive on the relevant market within the existing legal regulations governing the activities of the university and its individual members.

The researchers of MODUL University Vienna should additionally be offered the option of implementing their research results in economic pursuits. After an economic and academic evaluation, MODUL Research GmbH can participate in spin-offs. MODUL University Vienna expects that these activities, carried out by MODUL Research GmbH, will increase the

attractiveness of its research location. It is expected that the establishment of spin-off ventures from within the MODUL University Vienna environment will increase the income of transfer benefits for the university. Resulting know-how in the fields of research from the spin-off ventures will furthermore be utilized for academic purposes by the university in the form of publications, non-commercial research and teaching.

MODUL Research GmbH will be positioned as an incubator for startup companies, will advise company founders, and create a framework of attractive and transparent conditions for startups. Through the establishment of spin-off ventures, subsequent positive effects for the university are expected:

- Increase MODUL University Vienna's attractiveness as a research location.
- Increase the number of researchers at MODUL University Vienna.
- Stimulate researchers' motivation to conduct commercially applicable research.
- Significantly increase third party-generated income through spin-off ventures.
- The use of SME promotional offers to finance applied research activities.
- Promotion of collaborations between academia and industry.

Development of MODUL University Vienna's Sustainable Development Goals

Knowledge of the demand for future-oriented strategies, which secure the needs and the welfare of present and future generations, forms the core around which the content of the research and educational programs of MODUL University Vienna revolves. The University assumes its responsibility and function in society as a role model and provides specific answers to the numerous ecological, social and economic questions that exist in connection with the demand for sustainable economic development.

Faculty teach the principles of sustainable development and spread an understanding of the impact of environmental policies on local communities and international businesses or the impact of economic development policies on environmental quality and encourages students to investigate what policies can be implemented to reduce environmental impacts in the tourism production chain and to foster regional development. Principles of sustainable development are taught in all study programs. Lecturers share their knowledge of the success of local environmental policy on civic participation in policy making, as the future world needs people with comprehensive knowledge of both environmental and development issues to provide leadership for our local and global communities.

MODUL University Vienna makes the principle of sustainability one of its own. Ideas and concepts of sustainability are not only integrated into the study programs and on the research agenda but are also carried out in the daily operations of MODUL University. The university wants to be the first zero-energy university in Austria and seeks to minimize negative environmental impact (environmental dimension of sustainable development). Corporate Social

Responsibility, including social responsibility for employees and all other stakeholders, is put into practice and refers to the social and economic dimension of sustainable development.

The environmental dimension

A solar power system, pellet heating and waste management system in the University building already prove the presence of sustainable thought and lifestyles. Since its establishment in 2007, MODUL University Vienna is the first Austrian university that obtains its energy from a producer of renewable energy. In addition to that, in 2009 the University Administration enacted a compensation of CO2 emissions resulting from the travel of its internal and external lecturers.

The economic dimension

Giving preference to local and fair trade products are further core values of MU Vienna's understanding of sustainability. In the area of consumables, standards such as waste separation, the use of energy saving light bulbs, recycled and recyclable office materials etc. will be used. MODUL University Vienna also promotes and gives preference to suppliers and contract partners who share this understanding and commitment to social and environmentally oriented principles. The ongoing communication, involvement and further education in the area of sustainability support the awareness of these principles amongst all stakeholders.

The social dimension

The social dimension of sustainable development in the university context covers a lot of activities which are related to some general concepts like corporate social responsibility, work-life balance and quality of life. Corporate social responsibility (CSR) means a firm's responsibility for the impact of its activities on the environment and all stakeholders, both internal and external. It can be understood as a guideline for minimizing the above mentioned effects. CSR is part of the Europe 2020 Strategy: "A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis."[2]

Work-life balance is more concrete, focusing on employees and the maintenance of a healthy balance between work and private life. Together with aspects of working time, it has become an important issue on the European Union's[3] and OECD's political agenda[4] and in the context of increased burn-out syndromes and demographic change since the working conditions for parents, especially women, and older members of the workforce are demanding a better reconciliation between work and family. This balance between work and private life is also an important issue in the broader concept of quality of life where the focus lies on a higher level of achievement and enjoyment every day.

[2] http://ec.europa.eu/enterprise/policies/sustainable-business/corporate-social-responsibility/index_en.htm

[3] http://www.eurofound.europa.eu/pubdocs/2006/27/en/1/ef0627en.pdf

[4] http://www.oecd.org/document/45/0,3343,en_2649_34819_39651501_1_1_1_1,00.html

Important aspects are tele-working opportunities, flexible working time, the possibility of reduced working time, flexible locations, etc. which benefits the employer (cost reduction, better commitment of employees, efficiency of work, etc.), the employees (motivation increase, cost reduction, time savings, stress reduction, etc.) and the environment (CO2 reduction, etc.). MODUL University is committed to comprehensive social sustainability and will not only implement improvements to current standards (as set, e.g., by many enterprises, Austrian government and the WKO[5]), but actively engage in quality-of-life-related measures and research.

Development Steps

- Identify synergies between the research programs of MODUL University Vienna's departments in terms of relevant environmental projects and publications.
- Organize symposia, workshops and other non-curricula events to establish MU Vienna as a key player in sustainability research (e.g. an annual "Sustainability Week" inviting various regional and international stakeholders).
- Participation in and promotion of sustainability awards.
- Further developing the "Scholarship of Hope Award" for the best sustainability ideas thought of by students.
- Expansion and continuous evaluation of the program for non-curricular activities ("Merits of Extracurricular Engagement program").
- Initiatives that raise the involvement in sustainable development activities of all university stakeholders: idea competitions, awards, etc.
- Assessment of employee satisfaction by the Sustainability Committee including lifelong learning, empowerment, information policies, non-discrimination at the workplace, diversity management, etc.
- Development of a monitoring system to check whether the university's activities are consistent with the sustainability goals and to adapt the activities if necessary and possible.
- Development of a yearly sustainability report (eco-balance and description of the continuous and newly implemented measures of reaching the sustainability goals) as a part of the University's general annual report.

[5] http://portal.wko.at/wk/format_detail.wk?AngID=1&StID=423791&DstID=281

Principal Organization

The University Constitution defines the principal decision making bodies of the University. The two main organizational entities are the Academic Office led by the President, and the Administration Office led by the Management Director. The Academic Office is supporting students in their academic affairs and servicing the Academic Departments. The Administration Office is divided into Administration Units (Offices) providing all other, non-academic services.

Organization of Academic Activities

MODUL University Vienna considers itself to be a research oriented educational institution in accordance with Humboldt's educational ideals. In its profile, the university should be primarily defined as an institution with an outstanding reputation in research in its areas of studies (departments), and one that makes innovative, future oriented learning possible.
In the sense of the inseparability of research and teaching, target agreements with the academic staff ensure both a minimum teaching and research obligation. The balance between the teaching obligation on the one hand and free time for research on the other hand will be achieved through the following outline:

	Teaching Responsibility[1]	Basic Research	Transfer Services[2]	Administration and Sustainable Development[3]
Faculty[4]				
Full Professor (FProf) (Post-Doc, habilitated or equivalently qualified academic employee)	30% 10 WSHY	40%	10%	20%
Associate Professor (AcProf) (Post-Doc, habilitated or equivalently qualified academic employee)	30% 10 WSHY	40%	10%	20%
Assistant Professor (AsProf) (Post-Doc, non-habilitated academic employee, basic and applied research)	30% 10 WSHY	50%	10%	10%
Assistant Professor/Senior Lecturer (SL) (Post-Doc, non-habilitated academic employee, applied research)	60% 20 WSHY	0-20%	10-30%	10-30%
Researcher and Lecturer (RL) (Pre-Doc currently studying)	25% 2/6 WSHY (1st/2nd year)	50%	0%	25%
Lecturer (L) (Post- or Pre-Doc)	50-100%	0%	0-50%	0-50%
Other Academic Employees[4]				
Researcher (R) (Post- or Pre-Doc without teaching obligations)	0%	0-100%	0 -100%	0%
Scholarship Students[5]				
PhD Student (PhDS) (e.g. scholarship in collaboration with the industry)	15% 2 WSHY (2nd year) 4 WSHY (as of 3rd year)	85%	0%	0%
Graduate Assistantship Student (GAS) (studying at MU's MSc study programs)	0-10 hours/week			

[1] WSHY = Weekly semester hours per year; approximate percentage of total hours of employment; the percentage of teaching responsibilities includes preparation time for classes.

[2] including time for applied (industry) research.

[3] Tasks that are considered a contribution to sustainable development are, for instance, the participation in the Sustainability Committee, or the involvement in projects approved by the Sustainability Committee (e.g. creating a life cycle assessment for the university, implementing sustainable improvements in the university's food and beverage concept).

[4] Responsibilities defined in the labor contract.

[5] Responsibilities defined in the study contract.

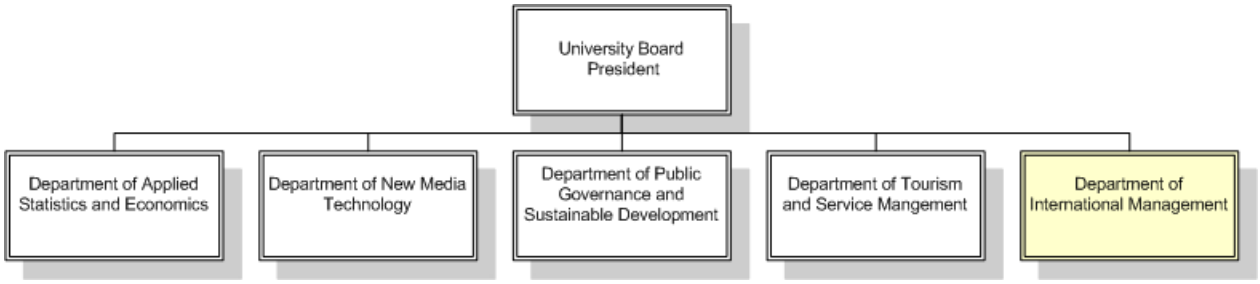
Researchers are academic employees without teaching obligations who are financed exclusively by third party funds. *Lecturers* and *Senior Lecturers* with only limited research obligations are only designated in exceptional cases and in certain subjects.

Since only regular evaluation can ensure the long-term attainment of good research output, MODUL University Vienna regularly reviews the success of research based on the rendered output of research already carried out. In order to ensure the most objective evaluation, the criteria used by the relevant international scientific community will be applied.

Employing academic staff, including currently qualified people in the international scientific community, professors in particular, strengthens internationalization and networking and substantially advances the university's research output. The promotion of young academics is an essential task of MODUL University Vienna. The target audiences are people who are oriented toward a long-term academic career. The success of these efforts is particularly reflected in the following achievements:

- The academic quality of the publications (as judged by the scientific community)
- The number of acquired projects of fundamental research, as well as the quantity and quality of the contributions to these projects
- The quality of independent teaching
- The contribution to the promotion of young talented academics
- The number of transfer achievements for the economy (e.g. the number of research projects that are financed by businesses, presentations at business events and other subject-related interest groups)
- The incorporation in academic and other relevant, non-academic networks
- Awards and distinctions
- The active participation in the university's sustainability process

Since the future need for research is difficult to predict and because research topics and methods are always dependent on the core competencies of the academic staff at the time, adequate space needs to be made to allow for some freedom in research. It is, however, the task of the university management to create conditions for the possibility to prioritize topics.



Picture 2: Academic Department Structure in 2019/20

State of the art knowledge on latest methods in Management, Business Accounting, Economics, Business Statistics, Marketing, Business Informatics, Human Resource Management, Finance, Managerial Accounting, Entrepreneurship, International Business, Communication, and Law are essential areas of research and education at MODUL University Vienna. Within these broad areas, particular research emphases are given to particular fields reflected by the university's academic department structure. Within the first six years (2007-2013) the university has established four academic departments (see Picture 2):

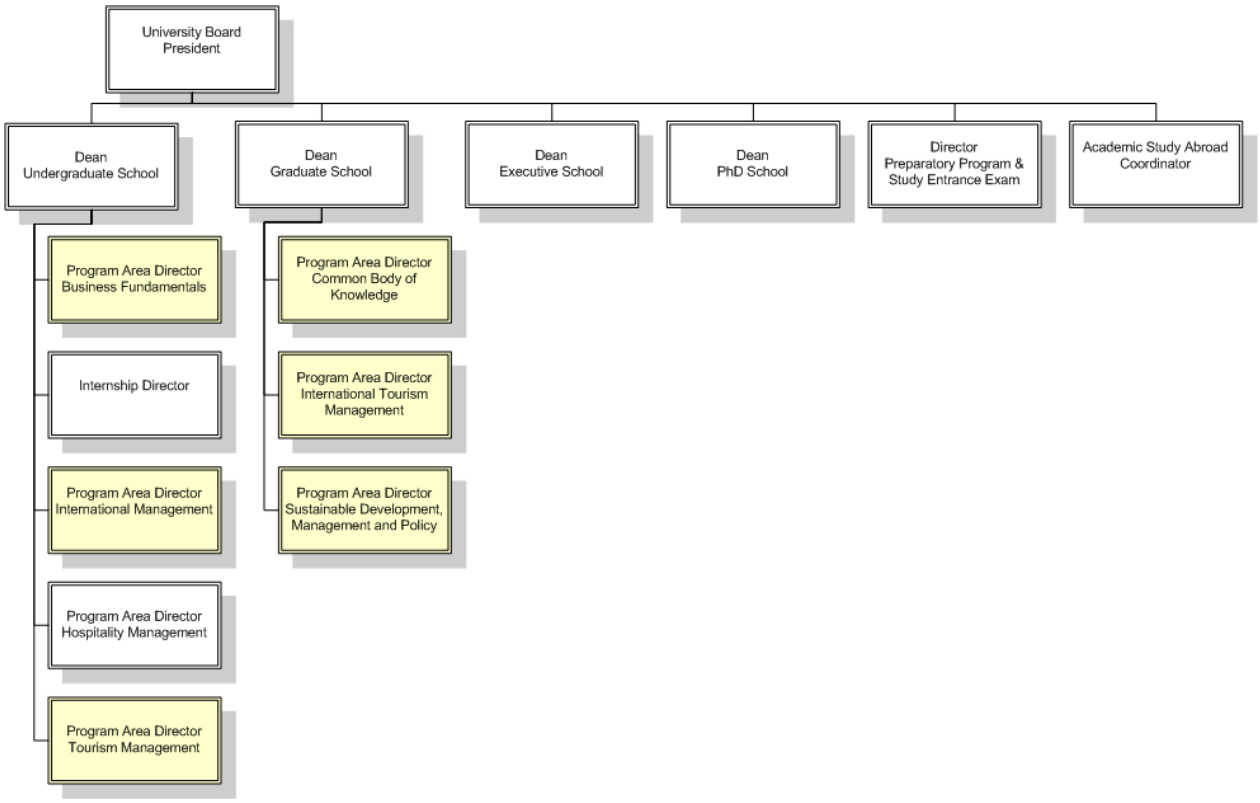
1. Department of Applied Statistics and Economics
2. Department of New Media Technology

3. Department of Public Governance and Sustainable Development
4. Department of Tourism and Service Management

All academic departments share an interdisciplinary character and a high degree of innovation. Research projects jointly pursued by MODUL University Vienna's departments as well as the combined courses offered to several study programs document how effectively these disciplines can complement each other.

In 2014/15, the Universtiy plans to create a new Department of International Management which will accommodate various management related disciplines like financial management, marketing, and HR management.

Considering the university's objective to become recognized as the leading private business school in Austria, the university plans to expand the academic department structure within the current planning to revise the organization of its study programs as illustrated in Picture 3.



Picture 3: The Management of Study Programs in 2019/20

In the long run, each department should be equipped with at least three Post-Doc faculty members.

The management of the study programs is led by the Deans who are elected among all Associate and Full Professors. In 2012 the University Board has introduced the position of a Program Area Director who is appointed by the Dean among faculty members responsible for

certain parts ('program areas') of the curriculum. Program Area Directors and/or Deans are supported by Program Managers in all administrative affairs.

Development Steps

- Develop a new academic department (International Management).

- Particularly in the large study programs and during the phase of the development of the university, Program Area Directors will be appointed who will increasingly take over responsibilities of the Deans.

- A Director for the Study Entrance Exam ('Studienzulassungsprüfung') and the Preparatory Program will be appointed. The objective of the Preparatory Program is to prepare talented young people who either do not have the necessary high school diploma (A level degree) or who find difficulties in adjusting to the study environment to enter the University.

- Appointments of Program Area Directors of 'Business Fundamentals', 'International Management', and 'Tourism Management' in the Undergraduate School; Appointments of Program Area Directors of 'Common Body of Knowledge', 'International Tourism Management', and 'Sustainable Development, Management, and Policy' in the Graduate School.

Organization of Administrative Activities

The University Board is the highest administrative body and consists of the President, the Vice-President, and the Managing Director. The Managing Director is the Head of the Administration Office and is responsible for the University's commercial management, including the quality and process management of all non-academic affairs. The President is the Head of the Academic Office and is responsible for directing academic affairs including its quality and process management (see Picture 4). The Academic Office provides the study program and accreditation management, manages the room reservation system and provides administrative support for all Academic Departments. The Administration Office and its associated units provides all non-academic services.

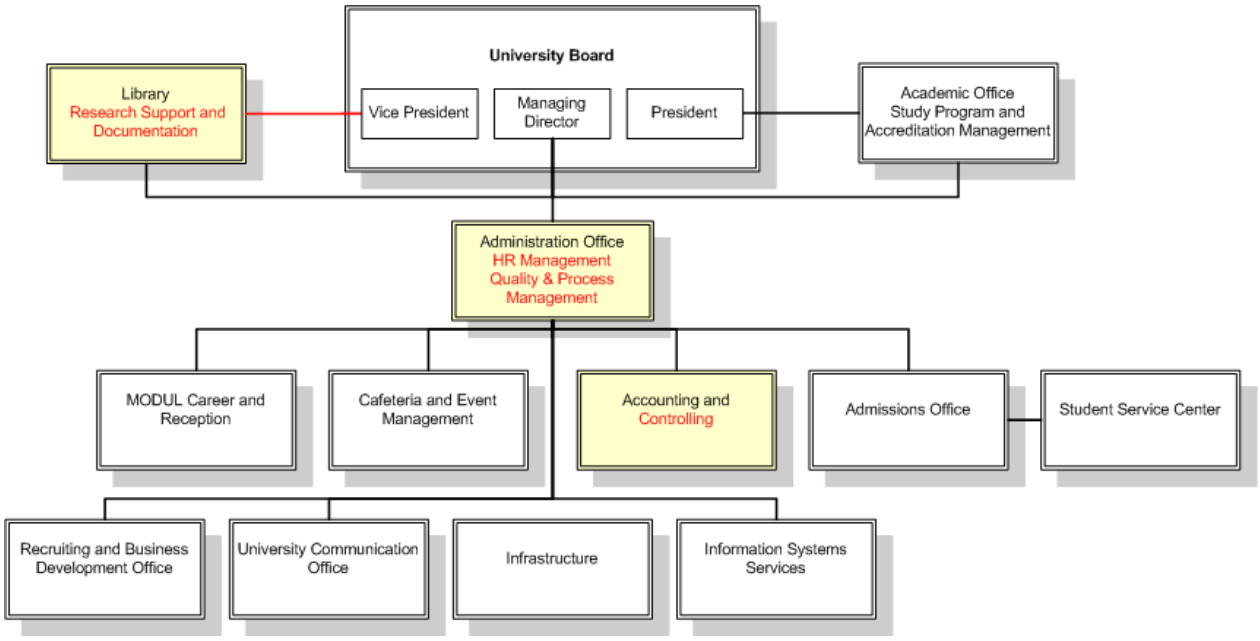
Development Steps

With the growth of the University, adjustments in the administrative organizations of the University will become necessary. Structural changes are planned in following areas:

- The position of a Quality and Process Manager will be created who develops and evaluates administrative and academic processes and who reports directly to the University Board.

- The Vice President will officially be assigned the task to coordinate, and regularly report on the research activities of faculty. A position of a 'Research Support and Documentation Officer' will be created in order to assist the Vice President in his task and for supporting

faculty for writing proposals, for managing projects (budgets and expenditures when they are being run), identifying research calls and subsequent distribution to the relevant faculty, and for identifying opportunities to conduct applied research within MODUL Research.



Picture 4: Administrative Office Structure in 2019/20

Admissions Office

Above all, MODUL University Vienna seeks particularly competent and motivated students as its target group. The heterogeneity of the expectations and prior qualifications of the students, particularly among international applicants, make a strict selection process a necessity to maintain the university's demand for high quality.

Qualification, motivation, and diversity are the main criteria for admissions into the study programs. MODUL University Vienna follows a holistic admissions approach; therefore, there are several possibilities for determining selection. The admissions decision is based on several factors including previous educational performance, English skills, motivation, communication skills, etc. Meanwhile, MODUL University Vienna also requests two letters of recommendation as well as an essay in addition to the motivation letter. This serves the purpose of getting a better idea of the motivation and the personality of the candidate. The effectiveness of the admissions procedure will be continuously monitored and adjusted according to the developments of application numbers.

Since August 1st, 2013, MU is an active member of "The Common Application" which is the most known and widely used application software in the United States. Therefore, an even higher increase in applications is expected.

The growth of the university brings with it more inquiries and more external communication. Furthermore, not only the processing of applications, but also the time needed for the selection procedure increases. Strategies will have to be implemented to specifically attract very strong applicants not only to apply but also to eventually start their studies at MU. As the strongest applicants often are accepted at several universities, Admissions will invest time and resources to create a special bond between the university and potential high-quality students.

In addition to the compulsory admissions criteria as outlined in the study regulations, the University will introduce and test additional indicators of qualification and motivation. A standardized test for measuring student motivation will be developed and standardized undergraduate admissions tests (e.g. SAT, GRE, GMAT) will be considered during the application process. In case of two or more similarly qualified applicants, the University will support the applicant whose background contributes more to the diversity of the university. The application process for students to the university preparatory course will be integrated in the admissions process and should support students applying for the study entrance exam. Testing tools for selection of desirable candidates will be implemented when the number of qualified applicants exceeds the number of seats in the respective study program.

Systematic ex post analysis of transcripts and marketing information of high and low performing students will be developed to optimize the marketing activities and the admissions criteria and procedure.

Development Steps

- Regularly performing ex post analysis of high and low performing students for optimizing the marketing and recruiting activities. Making proposals for adjusting the admissions criteria and procedure accordingly.

- Developing a plan for communicating fees, costs, and scholarship opportunities in different communication channels.

Student Service Center

Since 2010, the Student Service Center has rapidly expanded the range of services it offers students, with the goal of contributing to their well-being and development as individuals, and as students. Students are central to all academic achievements and are an important focus of university activities. The student experience significantly influences whether students will recommend the university and, therefore, plays an important role in the development of the overall image of the university. A central objective of the university is to provide a ‘student first’ customer service culture. In order to learn about disclosed as well as undisclosed student complaints, academic and administrative units must systematically monitor and improve communication and initiate studies to further examine student satisfaction and success.

The core objectives of Student Service Center activities include student leadership development, the social integration of international students, enabling high academic performance, and providing services that generally add to the well-being of MODUL University Vienna students.

There are a number of services already offered by the MODUL University Vienna Student Service Center. These services include the organization of Orientation Weeks, the MODUL University Vienna Learning Program (tutoring), the MODUL University Vienna International Day, Study Abroad Services including exchange fair, student events, sports activities, the MODUL University Vienna Cares charity program, the annual election procedure of the MODUL University Vienna student representatives, the organization of student excursions, student events, and student clubs, administrative services like visa, registration, and housing support, issuing transcripts and student IDs, as well as progress meetings (meeting with struggling students). Many services being offered by the Student Service Center serve creating a community spirit. Student satisfaction and a high level of identification with the institution results in further recommendations and positive word of mouth reviews and thus, more applications.

The Academic Study Abroad Coordinator and the International Officer continuously strive to provide partner universities that not only complement the curriculum, but also offer students, faculty and staff new international experiences. The goal is to offer academic exchange in many different locations around the world to further foster the international education the students are provided at MODUL University Vienna. Preferred partner universities have an excellent international reputation which either complement MU programs with courses which are not offered at MU and/or offer curricula with a number of equivalent courses which can be transferred to the MU curriculum. Additionally, these diverse partners also ensure that students from all over the world come to MODUL to enrich the student body each semester. All students are encouraged to partake in academic exchange for their intercultural and personal development.

The growing number of applicants does result in a larger student body. The services offered by the Student Service Center shall not only be maintained and made applicable to a larger student body but also be extended. In order to be able to expand student activities and services for students but also to involve students in general, additional staff and office space is planned.

Development steps

The Student Service Center intends to broaden and deepen its current offering with emphasis on the following areas:

- Psychological health services. The SSC provides links to students to assist them in receiving psychological services. The SSC has advised some 12 students in 2012/13, but the demand is greater and will increase with larger numbers of international students, since they are subject to extra stress factors. In the near future, the SSC hopes to have a more expanded service available at MU.

- Expanded and more cohesive student housing agreements. MU secures housing for about 60 students in the fall semester and 30 in the spring. These numbers have been rising by about 10 students each semester.

- Expanded MU Learning Program. The tutoring program provided tutoring to 40 students in the spring 2013 semester, up from 30 students in the fall 2012. The English tutoring program was implemented in spring 2013 and 15 students have taken advantage of the program in that semester.

- MU Cares charity program: Since 2011, 12 charity events have been held, with plans for at least that many for the coming year.

- Student events to increase community spirit and holistic learning: Some 10 events and excursions took place in 2012-2013 and a similar number is planned for forthcoming years.

- Further automation and development of online administrative services (each student requires around 7-8 documents per year).

- Visa support. The Student Service Center supported 45 students to obtain their visa in 2012/13. This number also rises by approximately 10 students each semester.

- Plan for further developing the study exchange program considering an even number of incoming and outgoing students; plan activities/actions for reducing the problem of different study calendars of US/Australian students.

MODUL Career

Similar to the leading universities and other educational institutions domestically and abroad, MODUL University Vienna should be a 'Competence Center' for the exchange of information between employers, students and graduates of MODUL University Vienna. MODUL Career started its operations at the beginning of the Summer Semester 2010.

The vision of MODUL Career is to have an alumni family that functions as such: family reunions, family support and family participation. In this fashion, the university itself provides the venue for those reunions and provides support for alumni both socially and professionally. In return, alumni support not only the university but also each other. Just as a family relationship cannot be dissolved, neither should the MODUL alumni's relationship with the university.

The university's development plan relies upon a strong alumni base. MODUL Career develops learning and social experiences with the goal of building lifelong ties for the university alumni. The MODUL Career office communicates with the university's alumni by publicizing university news and events on the website and in a newsletter and provides 'keep in touch' resources that allow former students to contact one another. The office also provides access to career services and information about training opportunities.

In comparison to the publicly available assistance for job seekers, MODUL Career offers its services to domestic and international businesses and exclusively for students and graduates of MODUL University Vienna and MODUL Tourism College. MODUL Career is primarily oriented toward effectively serving the following target groups:

- **Students** - internships, support in career planning for the students;
- **Employers** - support in personnel recruitment, employer branding among MODUL University Vienna students and graduates;
- **Graduates** - support networking between MODUL University Vienna graduates as well as with employers.

Modul Career, in cooperation with the Department of Tourism and Service Management and selected industry partners will implement and further expand the Hospitality High Potentials program (HP^2). The goal of this program is to identify high potentials for the hospitality industry and to offer them a tailor-made study plan which supports them in pursuing their career ambitions. Students in this program will have the opportunity to gain advanced experience in the field and receive additional training and tailor-made enrichment courses to help prepare them for the industry. During the entire program, an industry mentor accompanies the student.

MODUL Career will continue to encourage reunions, participation and support and assist the above-mentioned target groups of all the study programs offered by MODUL University Vienna and MODUL Tourism College. The MODUL Career office is located at MODUL University Vienna. German and English are the official languages of MODUL Career.

Development Steps

- Revising the MODUL Career Development Plan and sharpening the objective of creating a MODUL identity in coordination with the MU's branding strategy.

- Increasing the number of business partners in new areas relevant to BSc and MSc students.

- Increasing the number and quality of internships and jobs offered on the MODUL Career job platform.

- Implement the Hospitality High Potentials Program together with industry partners and successively expand the offer to five High Potentials per study cohort.

- Implementing the MODUL Career development plan, in particular the development of its website and the organization of one annual alumni event on MODUL University Campus to bring together alumni, students, staff, and faculty in order to extend and intensify community feeling; involve alumni even more in all career related activities.

- Continued receipt of alumni contact information leading to confirmed contact information with 60% of alumni. Develop an annual alumni report including some detailed statistics about alumni careers.

- Establishing chartered alumni clubs on at least every continent, possibly more, where there is a concentration of alumni that have a yearly calendar of regional events.

- Developing quality standards for internship partners and monitoring them closely to ensure high quality of internships. Further development of the internship guidelines for current students (support in finding and applying for an internship, supporting the students during the internship).

- Planning and evaluating extra-curricular courses (like seminars, workshops and webinars) depending on demand.

- Maintaining the number of excursions to industry partners in Austria and abroad, visiting alumni at their workplace, offering regional events/study trips that include both alumni and current students in order to increase not only contact, but connection with the university as it continues to evolve.

- Developing a strategy for alumni making donations.

- Administration, support and networking of MODUL University Vienna and MODUL Tourism College graduates (newsletter, event calendar, career support, special offers, alumni network, career day and alumni events).

- Expanding the offerings of MODUL Career to include new programs such as job shadowing.

- Organizing and implementing an Alumni Benefit Card with discounts from our partners in order to incentivize contact and to further the idea that there are manifold benefits to having been a student at MODUL University Vienna.

University Communication

While MODUL University Vienna envisions becoming a substantially sized campus of approximately 800-1,000 students in the future, the immediate priority is to increase student enrollment numbers. Additional to this immediate goal, it is of equal importance to not only enhance the total amount of enrolled students but also to catapulte MU's image and popularity – despite its relative young foundation – towards the aim of being acknowledged as university which admits the best students only.

Therefore, the University Communication Office understands its role throughout the next 5 years to maximize MU's popularity nationally and internationally, by mainly concentrating on:

a) Planning, developing and executing effective student-marketing and communication activities to promote MU's study programs and its qualitative approach to education.

b) Regularly re-evaluating and analyzing MU's study program product, brand values and the admission criteria through constant market research and benchmarking with university competitors, to support the goal of receiving the best students only.

c) Supporting all other departments and offices in communicating all activities to the public which facilitate the achievement of the main university goals as well as which complement MU's vision, brand strategy and brand values.

d) Ensuring that all external student-marketing and communication activities follow MU's official university design standards and MU's official brand values.

Brand Values and Brand Strategy

Based on the university's vision, mission statement and experiences collected during the first 5 years of operation, the following main „brand values" were identified, which serve as guidelines for the long-term student marketing brand strategy and which are used for promoting mainly the Bachelor and MSc study programs:

- Austria's leading private business school, with focus on international management and tourism and service management
- English-taught study programs
- Strong private ownership with non-profit legal status, business competence and network
- Alumni, students, faculty, and staff with a strong MODUL identity
- MODUL brand history as the oldest vocational training school with a long tradition in tourism and hospitality education worldwide
- MODUL University Vienna as 'European Center' for tourism research
- International study population of more than 70% international students
- Value-based, holistic education concept („MODUL University educational values")
- Sustainability as key-principle of university philosophy
- Community spirit building programs
- Commitment to quality and innovation (AQ Austria, ENQUA und TedQUAL accreditations)
- Multidisciplinary research and education with a faculty : student ratio of 1:15
- University exchange programs on all continents and 400 international career partner companies
- Vienna as international student city and mount „Kahlenberg" as unique study location; secure city with a high living standard

In Austria, the following brand values are used in student marketing to successfully strengthen MODUL University Vienna's position as leading private university in the country:

1. ***Differentiation to Public Universities***
    - Faculty : student ration of 1:15
    - More than 70% international students
    - Community spirit
    - Number and quality of personalized services provided to students and graduates

2. ***Differentiation to Universities of Applied Sciences***
    - All full-time employed lecturers are conducting their own research and therefore are capable of delivering innovative ideas, methods, and cases in their courses
    - English-taught study programs and international career partner companies
    - MODUL University Vienna as 'European Center' for tourism research (3 Professors are members of the International Academy of the Study of Tourism; one third of the tourism faculty are board members of leading tourism journals as well as coordinating editors; tourism faculty is either leading or at least involved in all important national and international tourism economic policy advisory boards)

3. ***Brand strategy among Private University sector***
    - Only true international university owned by an Austrian institution
    - Austria's leading private business school, with focus on tourism and service management

Outside of Austria, the following brand values are used in student marketing to allow a differentiation of MODUL University Vienna's tourism specific study programs from the very well-known Swiss-based hotel schools and Higher Education Institutes (e.g. Lausanne, Les Roches, Glion), to focus on the advantages of a European university degree taught in English and to position Vienna as international student city:

1. ***Differentiation to Swiss-based schools***
    - National recognition as university
    - Focus on research and innovation driven education
    - Only research-oriented higher educational institute on mainland Europe that offers a complete university degree in tourism and hospitality
    - MODUL brand history as the oldest vocational training school in tourism and hospitality in Austria
    - Austria's leading private business school, with focus on tourism and service management

2. ***MU as Top-10 European university with English-taught programs***
    - As part of the „European University Consortium"
    - Diversity of European culture and chance to learn local language during studies
    - International student-mix
    - Personalized service
    - Holistic education and fair admissions process
    - Use of ECTS transfer system
    - Commitment to quality
    - Non-profit legal status

3. ***Vienna as international student city***
    - Study degree in the heart of Europe

- 2009 until 2012 „Quality of Live Award“
- 5th best student city 2012
- Europe’s music capital
- United Nations headquarters located in Vienna
- Mount “Kahlenberg” as unique study location

4. MU as European center for Tourism research

- MODUL University Vienna as center for Tourism research (Headquarter of the Tourism Research Center (TRC), BEST Education Network, Europe’s leading Tourism Marketing Information System (TourMIS), etc.)

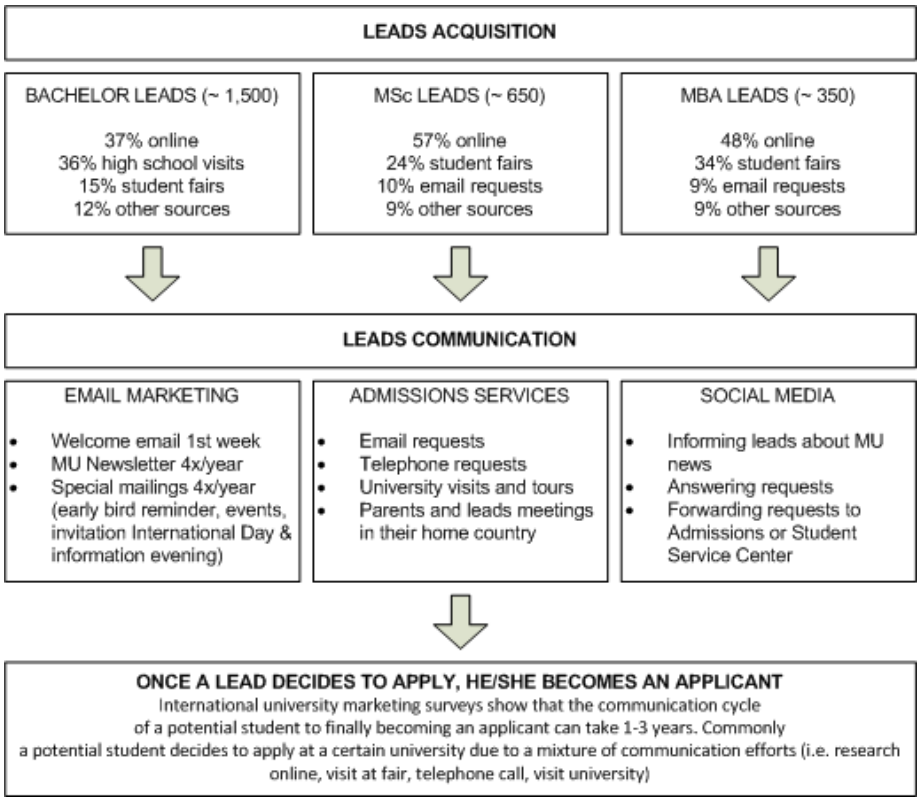
Target Groups / Top-Regions

In the long run, the university’s study programs will be marketed essentially around the world. The following table illustrates an overview of the identified target groups for all undergraduate and master programs as well as the top regions where students come from and were the university is planning to strategically focus in the future as well:

Study level	Age	School/Uni Background	Top-regions today	Strategic focus on following regions
Bachelor	18-19	48% private 31% public 21% vocational	1. Austria 2. HongKong / China 3. Eastern Europe 4. Germany	1. South-East-Asia 2. South-America
Master of Science	22-23	1.Business-degree 2. Tourism-degree 3. Natural sciences	1. Eastern Europe 2. Austria 3. Germany	1. South-East-Asia 2. Western Europe

Leads Management and Communication Strategy

All annual marketing activities in the recruitment year 2012/13 concluded in the acquisition of almost 2.500 potential student contacts (=leads) for all Bachelor, MSc and MBA programs. Below please find visualization on the communication strategy in student marketing and what it takes to convince a “lead” to become a student. Due to the fact that development plan foresees an increase of student intake numbers of 54% and an increase of the qualification requirements, it is planned to double the amount of leads per year.



Public Relations and media co-operations

Due to the fact that the impact of public relations activities on student number increases is practically impossible to analyze, MODUL University Vienna has commissioned a PR company to organize one PR-activity per month, exclusively in Austria to strengthen its position in the public.

Additionally, PR-initiatives are planned to address the „Vienna Expat Community“ through a co-operation with the United Nations as well as other NGOs and companies in Vienna.

Marketing material production and distribution

The program flyers (Bachelor, MSc, MBA flyer) will continuously be optimized to address the target group needs, and will be produced at a Vienna-based printing company that focuses on eco-friendly printing production.

Additionally, it is planned to distribute the following four postal mailings to international and national high school contacts: 1) annual mailing of Bachelor flyer to 600 international schools, 2) mailing of Info-evening posters to Viennese partner high schools, 3) mailing of latest-trends-seminars series poster to Viennese partner high schools, and 4) mailing of International Day poster to Viennese partner high schools. In the future, it is aimed to enlarge the high school contact database to distribute MU’s study degree brochures to all international schools around the globe.

Online Marketing

As online marketing is considered the most effective tool to acquire potential student contacts, it has been decided to increase the investment in this area of student marketing. Below is a summary that illustrates that basically all tools of modern online marketing have been strategically identified and that highlights the most important activities planned (the only tool that is still missing is a proper investment in a modern mobile website solution with the commonly used "responsive design technology"):

Search engine marketing

The contract with a Vienna-based online marketing company will be continued, which mainly takes care to analyze the website's traffic (=Web analytics) from its main three sources (organic search visitors, visitors from referred links, visitors from Cost-per-Click advertisement), to improve its performance in all search engines (=Search engine optimization), to track the user behavior by certain objectives defined in Google Analytics (goal is that user fills out complete online application) and to diminish user barriers (=Conversion optimization). Additionally, Google ads are placed in the top student regions, to attract new potential students (=Search engine advertisement).

Referrals from online study platforms

Online study platforms like www.master-and-more.com, www.educations.com, or www.bachelorstudies.com list study programs of contracted universities and enables MODUL University Vienna to be found in its target regions by interested students. Currently, 10 study platforms are contracted, the long-term goal is to permanently re-evaluate their performance and contract 10-15 partners a year.

Social media marketing

Since the communication patterns of the new generation of "digital natives" are totally different to former generations and they commonly do not communicate via email but mostly via social networks, MODUL University Vienna plans to reach out to the target group of potential Bachelor/MSc applicants as well as MODUL University Vienna students by being present on the social networks "YouTube", "Twitter", "Instagram", "Google+" and "Linked-in". Similar to the already existing community fan page on Facebook, the common objective of Social media university marketing is to publish target-oriented news and answer questions regarding the study choice. Special focus is given to YouTube, where the strategy is to launch MU's own Video news room. In the future, it is aimed to ensure that MODUL University Vienna is aware of new tragetgroup-related social media platforms and adapts its communication strategy accordingly.

Email and event-marketing

MODUL University Vienna's quarterly newsletter is distributed to more than 10.000 contacts in September 2013. Additionally, it is the objective to further increase the newsletter scope with

an effective alumni communication strategy as well as to increase it to other important stakeholders.

Development Steps

- It is planned to organise a regular report that re-evaluates and makes suggestions for further developing MU's position, being perceived as highly selective university by potential students. First it is the aim to re-evaluate MU's admission criteria and its application process. Secondly, it is the objective to review internationally acknowleged practices of "financial aid & scholarship programs" as well as "need-blind-university programs". This report will be organized together with the Admissions Office and Recruitment office. The results of the report should support the university in its aim to be able to attract the best students only. It is planned to find strategies to communicate them effectively to the public.

- Due to the fact that development plan foresees an increase of student intake numbers of 56%, especially the online marketing budget activities will be increased by 30% mainly in the area of search engine advertisement (i.e. Google ads), video-marketing and a mobile website solution with the commonly used "responsive design technique".

- It is planned that sales related website content should be maintained by the UCO staff only which would enable other offices like the SSC, ACO or MODUL Career Offices to focus on their main service areas. Additionally, it should be the aim to translate the existing sales information on the website into German to guarantee that MU's programs are also understood by Austrian-speaking parents and the public.

- Additionally to the five information evenings offered per year, it is planned to introduce an annual opening day where potential students and their parents cannot only inform themselves but can also attend lectures and meet faculty and staff members. MODUL University Vienna could showcase its achievements to a wider audience.
- In preparation for the 10th anniversary of MODUL University Vienna in 2017, it is planned to make a complete relaunch of the university design (print materials, mobile website and desktop website).

Recruiting and Development

Recruiting activities include all activities that seek direct and personal contact to potential applicants with the intent of converting this contact into a concrete applicant. Acquisition efforts, which correspond to specific target groups, include the following:

Representing MODUL University Vienna in international higher education networks

In order to increase the awareness of MODUL University Vienna within the higher education community it is essential to present at certain conferences in order to create new partnerships and interact with international education providers (especially with leading private international high school).

The active involvement of MODUL University in certain higher education network over the past few years has certainly helped to brand MODUL University as a high class international education institution among the above mentioned stakeholders. MODUL University has engaged in following activities within the international education community and aims to continuosly strengthen and expand its current position:

- **Attendance at the annual OACAC (Overseas Association for College Admission Counseling) and CIS (Council of International Schools) conference**

    - Representatives of the leading international high schools and universities have the chance to meet each other twice per year to share their knowledge and most importantly to exchange information of the various study programs offered by the attending educational institutions. MODUL University Vienna was able to lead panel discussions on European Education at both conferences in the year 2012/13 for the first time.

- **Membership at NACAC (National Association for College Admission Counseling), EAIE (European Association for International Education) and Common Application**

    - Besides the existing membership at EAIE, MODUL University Vienna has joined the NACAC network and Common Application which is the biggest online application software worldwide. Common Application has currently more than 500 member universities (mostly US universities) and MODUL University represents one of the few Continental European partners (less than 5 universities in Central Europe).

International High-School visits

According to the target group analysis there will be a continued focus on establishing strong partnerships with international high schools as well as schools visits at national private and international high schools, and also expand the activities to regions with a strategic focus for MODUL University Vienna. Most of the graduate of those schools are intending to continue their higher education in an international setting and have the financial background to afford studying at a private institution. Since MODUL University Vienna has recently become a member of the "EUC -European University Consortium" (a network of 8 state of art universities in continental Europe offering high class international degree programs) a number of road shows and schools visits to present European higher education will be jointly organized together with the members of the EUC.

National High-school visits

A significant decrease of applicants from Austrian tourism schools over the past few years is the result of the development of more and more Austrian tourism schools cooperating with foreign higher education institutions, leading in short-track Bachelor programs for their own graduates. Therefore a stronger focus of schools visits and partnerships in Vienna is emphasized as the degree of the brand awareness of MODUL University in the region of Vienna is stronger,

constantly growing and ultimately leading to a stable number of applicants from Vienna each year.

International Agent Cooperation

An effective and cost sensitive tool to recruit international students in especially "hard-to-reach" markets is the establishment of cooperations with local agents who not only have the cultural background but also have the knowledge of executing the right activities in the particular market to attract students and ultimately recruit them for MU. A cooperation with an agent usually starts with signing a commission based contract and involves services on part of MU such as special trainings on the study programs, application criteria, supply of marketing material, familiarization trips and visits to the local partners. Currently MU has signed about 15 agent agreements with international partners which have already successfully generated applications.

Student/Higher education fairs

As most student/higher education fairs are usually targeting a diverse scope of visitors with different needs and because of the high costs involved in relation to the divergence loss of generated students leads the attendance of student/higher education fairs on part of MU is limited to following:

- BeSt fair in Vienna
- Master-and-More fairs in Vienna, Munich & Stuttgart
- Gewinn-Day in Vienna (joint initiative of the education institutions of the WKW)
- WKO Showcases

Student-Ambassador Project

The aim of the student ambassador project is to involve currents students in several recruiting activities such as helping and participating in higher education fairs, schools visits and information evenings. The referral rate of student ambassadors within their family and among their friends proofs to be very high as well. Student ambassadors have to succeed in a selective application process as they have to present MODUL University Vienna in public and have also the opportunity to gain first-hand sales & marketing experience as well as to earn some extra money for their support.

Development Steps

- Due to the fact that the development plan foresees an increase of student intake numbers of 54%, the recruitment and development budget will be increased by approx. 30% and will mainly be invested in sustaining and increasing the student numbers in already well established markets as well as in new markets which could not be explored because of budget restraints (see "Target groups and regions").

- The agent strategy by finding strong partners in new target markets sharing the values of MODUL University Vienna will be further developed. Additional agent agreements especially in regions such as South America, Baltic countries, Eurasia and other hard-to reach markets will be established. The agent strategy will be continuosly evaluated and contracts with agents, that do not deliver the quality of students expected by MU, will be discontinued.

- A strong focus on recruitment activities at IB schools (International Baccalaureate) and UWC schools (United World Colleges) worldwide will create a positive effect on the student numbers as well as contribute to the international spirit of MODUL University Vienna.

Library and Research Documentation

Regarding organizational structure, the Library will be extended by a Research Documentation Center and assigned directly to the University Board in 2014/15. The Head of the Library and Research Documentation Center will be reporting to the Vice President of the University and jointly implement the development strategy for this unit considering the overall development strategy of the University. The Library and Research Documentation Center will be further developed in four different areas: Service quality and infrastructure, research documentation, collection development, and co-operations.

In 2016/17 the Library will be moved to a new location which is a major challenge for the Library and Research Documentation Center team but also provides opportunities for revising and extending its services. The objective is to keep up the existing standards of service quality as well as the on-site infrastructure in accordance with the development of student numbers and new degree programs (e.g. additional screen for the Information desk, additional station for printing and copying, additional staff member for 20 hours/week in 2015).

More flexible loan conditions through the creation of a course book collection with longer loan periods and/or online availability of e-books are planned. The current holdings of 3,000 volumes will be increased to 5,000 in 2019/20 (+ 67%). Active interlibrary (distance) loan to other Austrian academic libraries is currently being tested with the aim of evaluating capacity and establishing a workflow. A further aim is to introduce passive interlibrary loan by 2015/16 and subsequently include the interlibrary loan option into the existing online catalog. The participation in the Austrian Library Network (obv sg) by cooperative cataloging and data enrichment as well as the Austrian consortia e-media licensing initiative ‘KEMÖ’ (new Membership contract planned for 2015) will be continued. Additionally, MU Library will be actively involved in the Open Access Netzwerk Austria (OANA) and aims to promote open access publications.

Development steps

- Investigating the opportunities and limitations of a new library software that may become state-of-the-art for academic libraries in Austria within the next few years (tender in progress) or inclusion of further components into the existing software (-2015/16).

- More unified and functional user interfaces for both online catalogue and access to electronic media (-2016/17).

- Developing a half-time position focusing on research project documentation. Extending the functions of the current research documentation system, including a smooth integration with the University homepage and Intranet (-2015/16).

- Development of an Institutional Repository (-2019/20).

- Systematic additions to the library's e-journal subscriptions (evaluation of needs present – 2014/15).

- Establishing university-funded pay-per-view options for titles not available (-2015/16).

- Creation of new sub-collections for future departments as well as expansion of the existing classification system (-2019/20).

Accounting, Controlling and HR Management

The current accounting office will be further developed in three different areas: Expansion costing and controlling, human resource management, and research project management.

Development steps

- Further developing the standard budgeting process and internal controlling instruments (cost account, standardized reporting system for the University Board, Department/Office Heads and Deans).

- Increasing the accuracy of cost center system in order to increase the quality of information about cost-effectiveness.

- Increasing the functionality of the current data processing system (BMD) by licensing additional optional modules (e.g. time recording and HR info system).

- Developing a position focusing on HR planning and development issues (including work contracts, time recording, vacation planning, communication with payroll accountancy, and administration of all HR related documents).

- Developing a position focusing on research project administration issues supporting faculty with significant research funds (settlement of projects, communication with funding institutions, internal and external research statistics).

Information Systems Services

The current Information Systems Services (ISS) office will be further developed in three different areas: Technical infrastructure for offices and lecture rooms, security and server resources, and internal communication system development.

The expanding of MODUL University to a new location makes it necessary to implement backbone infrastructure. It is also necessary to provide stable and secure data and telephone connections at the new offices. ISS plans to introduce desktop virtualization for a more flexible and sustainable way of desktop computing and for keeping up with the anticipated strongly growing demand for information system services. desktop virtualization is planned for faculty and staff members' desktops as well as for all class room computers. With this technology it's possible to provide a hardware and location independent infrastructure for students and employees.

Lecture rooms will be equipped with a unified system to improve the usability of complex technologies. Every classroom will get the same control panels and state of the art equipment for lecture rooms. Selected classrooms will get extra equipment for improved and modern teaching. These new technologies are:

- High resolution display devices
- Tele conference and remote lecture system
- Interactive teaching with voting devices
- Interactive whiteboards

Development steps

- Further developing the class room and faculty/staff facilities until 2019/20.

- Introducing desktop virtualization for centralizing data maintenance.

- Further developing the internal information system:
    - Unchain the internal information system MSMUV from other systems without API (i.e. Drupal and Moodle).
    - Develop proper APIs for all systems.
    - Improve performance, especially for the ones mainly used by students.
    - Improve usability for faculty and staff.
    - Improve error handling of all internal information systems.
    - Switch to a new e-learning platform (upgrade or new system).
    - Integrate single-sign-on into more systems.
    - Improve the amount and quality of information provided to students (grades, attempts, payment plan, course schedule, mobile devices, etc.)

- Extending the server park and revising the security and backup system depending on the overall ISS needs. In general, improving the security for all systems.

Quality Management

The quality management system of the university has not only to monitor the university's performance in research and teaching, but also all other services offered by the university (e.g. Recruiting and Admissions, Library, Student Service Center, MODUL Career Center, Cafeteria, IT services, University Communication Office, Accounting Services).

MODUL University Vienna assesses and plans its study programs on a continuous basis. A planning period lasting over several years (e.g. a six-year achievement agreement between university and owner) must allow the consequent pursuit of long-term goals. Study programs that even after several years do not make any contribution to the success of the university are to undergo an assessment and, if deemed necessary, be omitted or replaced.

In order to support the tasks associated with the mid- and long-term plans of the study programs and departments, the university will maintain Advisory Boards for following subjects:

- Tourism and Service Management
- New Media Technology
- International Management (2014/15)

Distinguished representatives of each subject area not only advise the department heads but ensure that industry relevant content will always be incorporated in the study programs. In addition, they support the university in its marketing efforts.

The quality assurance of teaching is a part of MODUL University Vienna's concept and a central determinant of the success of the university. Quality assurance should be adopted in the implementation and alignment of the research emphases of teaching.

A good quality education exists when there is strong interaction between the lecturers and the students. Personal contact within and between these groups is paramount. In 2012, MODUL University Vienna introduced an Academic Mentoring Program that aims to detect strengths and weaknesses of its educational program, uncover problems of students which may need attention either by the faculty or by the University Board, and to discover unexpressed complaints related to activities and services organized or offered by the university. In addition, virtual forms of learning through e-Learning tools are used to support students throughout their studies, as the quality of teaching can be improved through such activities.

Courses at MODUL University Vienna are solely offered in English. An essential quality criterion in this context is, therefore, the English language proficiency level of the internal and external lecturers. Within the university, communication in English is a must.

The evaluation and accreditation of MODUL University Vienna are important methods of quality assurance in the area of studies and teaching. For the purpose of evaluation, MODUL University Vienna has developed and will further improve the following instruments:

- Course evaluations completed by the students
- Course evaluations completed by the lecturers
- Guidelines for periodic appraisal interviews with employees
- External evaluation in the hiring process
- University Assembly Committees on quality related topics
- Advisory Board reviews
- University Council reviews

The guidelines for the implementation of accreditation and reaccreditation of the Austrian Accreditation Council are suitable measures to ensure the establishment and permanence of high quality studies. In addition, MODUL University Vienna considers the opportunities of other certifications of individual study programs. The Advisory Boards, established by the university, serve the departments as well as the university as a whole as advisory institutions for the process of quality assurance, which will be reinforced by the establishment of the position of a Quality and Process Manager.

In order to reach the goals set up by the university, each department will contribute to the further development of the organization's Quality Management System.

Development Steps

- Expansion of the quality assurance measurements in the area of teaching, research, and other university services (e.g. Library, Student Service Center, MODUL Career Center, Cafeteria, IT services, University Communication Office, Accounting Services).

- Evaluation and expansion of the study programs focusing on areas known to be weaknesses within management education in Austria (conflict management, innovation and leadership ability, mathematical knowledge, intercultural competence, writing skills).[6] These strengths should also be communicated by marketing.

- Further development of MU internal guidelines that support the career planning of the academic employees (habilitation criteria in particular, but also for researchers and lecturers who are working on their PhD) and staff.

- Encouragement of the methodical education of academic employees through participating in internal and external MU courses.

- Increase in the mobility of academic employees, particularly abroad, for the promotion of international cooperation in research.

- The development of suitable criteria and indexes for the disciplines represented at MU to indicate the external awareness of the research output. These criteria and indexes

[6] M. Hartel and O. Vettori, Graduate analysis 2009 of the Vienna University of Economics and Administration, descriptive condensed report, November 2009, p. 23.

should not only appear in the university's annual report but should also be made available in some form accessible to the public.

- MODUL University Vienna is an equal opportunity employer and strongly encourages qualified women to apply. This policy is reflected in every job announcement, which should furthermore be formulated in such a manner that it encourages the acquisition of highly qualified people and does prevent not candidates from applying because of overly limiting specializations. A report on each evaluation process should be drafted to ensure transparency.

- Expansion and evaluation of MODUL University Vienna's internal guidelines for academic integrity, also participation in the Agency for Scientific Integrity order to exchange experiences with other Austrian universities.

- Supporting the development of an Austrian wide student union of private university students.

- Starting the accreditation process with an international recognized accreditation system for business schools (such as AACSB) which is required for cooperation with other well known international Business Schools.

Teaching Plan

Undergraduate School

Fall		BBA	Teaching hours				
Program	Sem	Course	14/15	15/16	16/17	17/18	18/19/20
BBA	1	Internship Workshop	1	1	1	1	1
BBA	1	Internship Workshop	1	1	1	1	1
BBA	1	Tourism & Hospitality Business Analysis	2	2	2	2	2
BBA	1	Tourism & Hospitality Business Analysis	2	2	2	2	2
BBA	1	Tourism & Hospitality Business Analysis	2	2	2	2	2
BBA	1	Tourism & Hospitality Business Analysis	2	2	2	2	2
BBA	1	Tourism & Hospitality Business Analysis	2	2	2	2	2
BBA	1	Tourism & Hospitality Business Analysis	2	2		2	2
BBA	3	Economics of Tourism					
BBA	3	Managing Food Service Organizations					
BBA	3	International Accounting					
BBA	3	International Accounting					
BBA	3	International Accounting					
BBA	3	International Accounting					
BBA	3	Marketing Research Project					
BBA	3	Marketing Research Project					
BBA	3	Marketing Research Project					
BBA	3	Tourism and Hospitality Business Applications					
BBA	3	Tourism and Hospitality Business Applications					

Fall		BBA	Teaching hours				
Program	Sem	Course	14/15	15/16	16/17	17/18	18/19/20
BBA	3	Tourism and Hospitality Business Applications					
BBA	3	Leadership and Team Building Management					
BBA	3	Leadership and Team Building Management					
BBA	3	Leadership and Team Building Management					
BBA	3	Economics of Recreation, Leisure & Tourism	2	2	2	2	2
BBA	3	Economics of Recreation, Leisure & Tourism		2	2	2	2
BBA	3	Latest Trends in Tourism & Hospitality	1	1	1	1	1
BBA	5	Project Management	1				
BBA	5	Project Management	2				
BBA	5	Project Management	2				
BBA	5	Project Management	2				
BBA	5	Property Development Management	2				
BBA	5	Property Development Management	2				
BBA	5	Property Development Management	2				
BBA	5	Web Information Systems Development	2				
BBA	5	Web Information Systems Development	2				
BBA	5	Web Information Systems Development	2				
BBA	5	Hotel Operations	2				
BBA	5	Destination Management		1	1	1	1
BBA	5	Destination Management			1	1	1
BBA	5	Destination Management		2	2	2	2
BBA	5	Destination Management		2	2	2	2
BBA	5	Destination Management		2	2	2	2
BBA	5	Destination Management			2	2	2
BBA	5	Destination Management & Marketing	2				
BBA	5	Destination Management & Marketing	2				
BBA	5	Destination Management & Marketing	2				
BBA	5	Hospitality Management		1	1	1	1
BBA	5	Hospitality Management			1	1	1
BBA	5	Hospitality Management		2	2	2	2
BBA	5	Hospitality Management		2	2	2	2
BBA	5	Hospitality Management		2	2	2	2
BBA	5	Hospitality Management			2	2	2
BBA	6	Hotel Property Development & Project Management			1	1	1
BBA	6	Hotel Property Development & Project Management			2	2	2
BBA	3-6	Aviation Mangement (EC)	2	2	2	2	2
BBA	3-6	Meetings Industry Management (EC)	2	2	2	2	2
BBA	3-6	Managing Customer Relations and Social Network (EC)	2	2	2	2	2
BBA	3-6	EC	2	2	2	2	2
BBA	3-6	EC	2	2	2	2	2
BBA	3-6	EC	2	2	2	2	2
BBA	3-6	EC				2	2

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Fall		BBA and BSc	Teaching hours				
Program	Sem	Course	14/15	15/16	16/17	17/18	18/19/20
BBA, BSc	1	Mathematics and Statistics I	2	2	2	2	2
BBA, BSc	1	Mathematics and Statistics I	2	2	2	2	2
BBA, BSc	1	Mathematics and Statistics I		2	2	2	2

Fall		BBA and BSc	Teaching hours				
Program	Sem	Course	14/15	15/16	16/17	17/18	18/19/20
BBA, BSc	1	Mathematics and Statistics I	1	1	1	1	1
BBA, BSc	1	Mathematics and Statistics I	1	1	1	1	1
BBA, BSc	1	Mathematics and Statistics I	1	1	1	1	1
BBA, BSc	1	Mathematics and Statistics I	1	1	1	1	1
BBA, BSc	1	Mathematics and Statistics I	1	1	1	1	1
BBA, BSc	1	Mathematics and Statistics I	1	1	1	1	1
BBA, BSc	1	Mathematics and Statistics I		1	1	1	1
BBA, BSc	1	Accounting and Management Control I	2	2	2	2	2
BBA, BSc	1	Accounting and Management Control I	2	2	2	2	2
BBA, BSc	1	Accounting and Management Control I		2	2	2	2
BBA, BSc	1	Accounting and Management Control I	1	1	1	1	1
BBA, BSc	1	Accounting and Management Control I	1	1	1	1	1
BBA, BSc	1	Accounting and Management Control I	1	1	1	1	1
BBA, BSc	1	Accounting and Management Control I	1	1	1	1	1
BBA, BSc	1	Accounting and Management Control I	1	1	1	1	1
BBA, BSc	1	Accounting and Management Control I	1	1	1	1	1
BBA, BSc	1	Accounting and Management Control I		1	1	1	1
BBA, BSc	1	Organizational Behaviour & CSR	2	2	2	2	2
BBA, BSc	1	Organizational Behaviour & CSR	2	2	2	2	2
BBA, BSc	1	Organizational Behaviour & CSR		2	2	2	2
BBA, BSc	1	Organizational Behaviour & CSR	1	1	1	1	1
BBA, BSc	1	Organizational Behaviour & CSR	1	1	1	1	1
BBA, BSc	1	Organizational Behaviour & CSR	1	1	1	1	1
BBA, BSc	1	Organizational Behaviour & CSR	1	1	1	1	1
BBA, BSc	1	Organizational Behaviour & CSR	1	1	1	1	1
BBA, BSc	1	Organizational Behaviour & CSR	1	1	1	1	1
BBA, BSc	1	Organizational Behaviour & CSR		1	1	1	1
BBA, BSc	1	Advanced Business Communication	3	3	3	3	3
BBA, BSc	1	Advanced Business Communication	3	3	3	3	3
BBA, BSc	1	Advanced Business Communication	3	3	3	3	3
BBA, BSc	1	Advanced Business Communication	3	3	3	3	3
BBA, BSc	1	Advanced Business Communication	3	3	3	3	3
BBA, BSc	1	Advanced Business Communication	3	3	3	3	3
BBA, BSc	1	Advanced Business Communication	3	3	3	3	3
BBA, BSc	1	Advanced Business Communication	3	3	3	3	3
BBA, BSc	1	Advanced Business Communication		3	3	3	3
BBA, BSc	1	Advanced Business Communication			3	3	3
BBA, BSc	1	Academic Writing					
BBA, BSc	2	Mathematics and Statistics II	2	2	2	2	2
BBA, BSc	2	Mathematics and Statistics II	1	1	1	1	1
BBA, BSc	2	Accounting and Management Control II	2	2	2	2	2
BBA, BSc	2	Accounting and Management Control II	1	1	1	1	1
BBA, BSc	2	Accounting and Management Control II	1	1	1	1	1
BBA, BSc	2	Academic Writing	2	2	2	2	2
BBA, BSc	3	Marketing & Consumer Behaviour	2	2	2	2	2
BBA, BSc	3	Marketing & Consumer Behaviour	2	2	2	2	2
BBA, BSc	3	Marketing & Consumer Behaviour			2	2	2
BBA, BSc	3	Marketing & Consumer Behaviour	2	2	2	2	2

Fall		BBA and BSc	Teaching hours				
Program	Sem	Course	14/15	15/16	16/17	17/18	18/19/20
BBA, BSc	3	Marketing & Consumer Behaviour	2	2	2	2	2
BBA, BSc	3	Marketing & Consumer Behaviour	2	2	2	2	2
BBA, BSc	3	Marketing & Consumer Behaviour	2	2	2	2	2
BBA, BSc	3	Marketing & Consumer Behaviour	2	2	2	2	2
BBA, BSc	3	Marketing & Consumer Behaviour		2	2	2	2
BBA, BSc	3	Marketing & Consumer Behaviour			2	2	2
BBA, BSc	3	Financial Management & Investment Planning	2	2	2	2	2
BBA, BSc	3	Financial Management & Investment Planning	2	2	2	2	2
BBA, BSc	3	Financial Management & Investment Planning			2	2	2
BBA, BSc	3	Financial Management & Investment Planning	1	1	1	1	1
BBA, BSc	3	Financial Management & Investment Planning	1	1	1	1	1
BBA, BSc	3	Financial Management & Investment Planning	1	1	1	1	1
BBA, BSc	3	Financial Management & Investment Planning	1	1	1	1	1
BBA, BSc	3	Financial Management & Investment Planning	1	1	1	1	1
BBA, BSc	3	Financial Management & Investment Planning		1	1	1	1
BBA, BSc	3	Financial Management & Investment Planning			1	1	1
BBA, BSc	3	Macroeconomics	2	2	2	2	2
BBA, BSc	3	Macroeconomics		2	2	2	2
BBA, BSc	3	Macroeconomics			2	2	2
BBA, BSc	3	New Media & E-Business Applications	2	2	2	2	2
BBA, BSc	3	New Media & E-Business Applications	2	2	2	2	2
BBA, BSc	3	New Media & E-Business Applications			2	2	2
BBA, BSc	3	New Media & E-Business Applications	1	1	1	1	1
BBA, BSc	3	New Media & E-Business Applications	1	1	1	1	1
BBA, BSc	3	New Media & E-Business Applications	1	1	1	1	1
BBA, BSc	3	New Media & E-Business Applications	1	1	1	1	1
BBA, BSc	3	New Media & E-Business Applications	1	1	1	1	1
BBA, BSc	3	New Media & E-Business Applications		1	1	1	1
BBA, BSc	3	New Media & E-Business Applications			1	1	1
BBA, BSc	4	HR Management & Management Development		4	4	4	4
BBA, BSc	5	Operations & Supply Chain Management		2	2	2	2
BBA, BSc	5	Operations & Supply Chain Management				2	2
BBA, BSc	5	Economic Geography		2	2	2	2
BBA, BSc	5	Economic Geography		2	2	2	2
BBA, BSc	5	Economic Geography		2	2	2	2
BBA, BSc	5	Economic Geography		1	1	1	1
BBA, BSc	5	Economic Geography		1	1	1	1
BBA, BSc	5	Economic Geography		1	1	1	1
BBA, BSc	5	Economic Geography		1	1	1	1
BBA, BSc	5	Economic Geography		1	1	1	1
BBA, BSc	5	Economic Geography				1	1
BBA, BSc	5	Economic Geography				1	1
BBA, BSc	5	European Law		2	2	2	2
BBA, BSc	5	European Law		2	2	2	2
BBA, BSc	5	European Law				2	2
BBA, BSc	6	Operations Research & Forecasting			1	1	1
BBA, BSc	6	Operations Research & Forecasting			2	2	2
BBA, BSc	6	Entrepreneurship, Innovation & Business Planning			1	1	1
BBA, BSc	6	Entrepreneurship, Innovation & Business Planning			2	2	2

Fall		BBA and BSc	Teaching hours				
Program	Sem	Course	14/15	15/16	16/17	17/18	18/19/20
BBA_BSc	5	Operations & Supply Chain Management		2	2	2	2

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Fall		BBA 4yrs	Teaching hours				
Program	Sem	Course	14/15	15/16	16/17	17/18	18/19/20
BBA4	1	The Hospitality Industry	4	4	4	4	4
BBA4	1	Food and Beverage Management & Controlling	4	4	4	4	4
BBA4	1	Culinary Theory and Practice/A	4	4	4	4	4
BBA4	1	Culinary Theory and Practice/A		4	4	4	4
BBA4	1	Restaurant and Service Management/A	3	3	3	3	3
BBA4	1	Restaurant and Service Management/A		3	3	3	3
BBA4	1	Personal Development	4	4	4	4	4
BBA4	1	Personal Development		4	4	4	4

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Fall		BSc	Teaching hours				
Program	Sem	Course	14/15	15/16	16/17	17/18	18/19/20
BSc	1	Philosophy of Science	2	2	2	2	2
BSc	3	Project Management	1	1	1	1	1
BSc	3	Project Management	2	2	2	2	2
BSc	3	Project Management	2	2	2	2	2
BSc	3	Project Management		2	2	2	2
BSc	5	Foreign Investment Strategies		2	2	2	2
BSc	5	International Economics		2	2	2	2
BSc	6	Strategic Planning			1	1	1
BSc	6	Strategic Planning			2	2	2

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Spring		BBA	Teaching hours				
Program	Sem	Course	14/15	15/16	16/17	17/18	18/19/20
BBA	6	Advertising and Marketing Communication	2				
BBA	6	Benchmarking and Balanced Scorecard	2				
BBA	6	Operational Analysis and Forecasting	2	2			
BBA	6	Operational Analysis and Forecasting	2				
BBA	6	Operational Analysis and Forecasting	2				
BBA	6	Revenue Management	2	2			
BBA	6	Revenue Management	2				
BBA	6	Revenue Management	2				
BBA	6	Entrepreneurship	3				
BBA	6	Entrepreneurship	3				
BBA	6	Entrepreneurship	3				
BBA	6	Hotel Property Development & Project Management		1	1	1	1
BBA	6	Hotel Property Development & Project Management		1	1	1	1
BBA	6	Hotel Property Development & Project Management		2	2	2	2
BBA	6	Hotel Property Development & Project Management		2	2	2	2
BBA	6	Hotel Property Development & Project Management		2	2	2	2
BBA	6	Hotel Property Development & Project Management			2	2	2
BBA	6	EC	2	2	2	2	2
BBA	6	EC	2	2	2	2	2

Spring		BBA	Teaching hours				
Program	Sem	Course	14/15	15/16	16/17	17/18	18/19/20
BBA	6	Hotel Pre-Opening Management (EC)	2	2	2	2	2
BBA	6	Hotel Strategy and Analysis (EC)	2	2	2	2	2
BBA	6	Product Innovation (EC)		2	2	2	2
BBA	6	Strategic Event Management (EC)			2	2	2
BBA	3	Marketing Research Project	3				
BBA	5	Destination Management		1	1	1	1
BBA	5	Destination Management		2	2	2	2
BBA	5	Hospitality Management		1	1	1	1
BBA	5	Hospitality Management		2	2	2	2

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Spring		BBA and BSc	Teaching hours				
Program	Sem	Course	14/15	15/16	16/17	17/18	18/19/20
BBA, BSc	1	Mathematics and Statistics I	2	2	2	2	2
BBA, BSc	1	Mathematics and Statistics I	1	1	1	1	1
BBA, BSc	1	Accounting and Management Control I	2	2	2	2	2
BBA, BSc	1	Accounting and Management Control I	1	1	1	1	1
BBA, BSc	1	Accounting and Management Control I	1	1	1	1	1
BBA, BSc	1	Advanced Business Communication	3	3	3	3	3
BBA, BSc	1	Advanced Business Communication	3	3	3	3	3
BBA, BSc	1	Tourism & Hospitality Business Analysis	2	2	2	2	2
BBA, BSc	1	Tourism & Hospitality Business Analysis	2	2	2	2	2
BBA, BSc	2	Mathematics and Statistics II	2	2	2	2	2
BBA, BSc	2	Mathematics and Statistics II	2	2	2	2	2
BBA, BSc	2	Mathematics and Statistics II		2	2	2	2
BBA, BSc	2	Mathematics and Statistics II	1	1	1	1	1
BBA, BSc	2	Mathematics and Statistics II	1	1	1	1	1
BBA, BSc	2	Mathematics and Statistics II	1	1	1	1	1
BBA, BSc	2	Mathematics and Statistics II	1	1	1	1	1
BBA, BSc	2	Mathematics and Statistics II	1	1	1	1	1
BBA, BSc	2	Mathematics and Statistics II	1	1	1	1	1
BBA, BSc	2	Mathematics and Statistics II		1	1	1	1
BBA, BSc	2	Accounting and Management Control II	2	2	2	2	2
BBA, BSc	2	Accounting and Management Control II	2	2	2	2	2
BBA, BSc	2	Accounting and Management Control II		2	2	2	2
BBA, BSc	2	Accounting and Management Control II	1	1	1	1	1
BBA, BSc	2	Accounting and Management Control II	1	1	1	1	1
BBA, BSc	2	Accounting and Management Control II	1	1	1	1	1
BBA, BSc	2	Accounting and Management Control II	1	1	1	1	1
BBA, BSc	2	Accounting and Management Control II	1	1	1	1	1
BBA, BSc	2	Accounting and Management Control II	1	1	1	1	1
BBA, BSc	2	Accounting and Management Control II		1	1	1	1
BBA, BSc	2	Microeconomics	2	2	2	2	2
BBA, BSc	2	Microeconomics	2	2	2	2	2
BBA, BSc	2	Microeconomics		2	2	2	2
BBA, BSc	2	Information Systems	2	2	2	2	2
BBA, BSc	2	Information Systems	2	2	2	2	2
BBA, BSc	2	Information Systems		2	2	2	2
BBA, BSc	2	Information Systems	1	1	1	1	1

Spring		BBA and BSc	Teaching hours				
Program	Sem	Course	14/15	15/16	16/17	17/18	18/19/20
BBA, BSc	2	Information Systems	1	1	1	1	1
BBA, BSc	2	Information Systems	1	1	1	1	1
BBA, BSc	2	Information Systems	1	1	1	1	1
BBA, BSc	2	Information Systems	1	1	1	1	1
BBA, BSc	2	Information Systems	1	1	1	1	1
BBA, BSc	2	Information Systems		1	1	1	1
BBA, BSc	2	Academic Writing	2	2	2	2	2
BBA, BSc	2	Academic Writing	2	2	2	2	2
BBA, BSc	2	Academic Writing	2	2	2	2	2
BBA, BSc	2	Academic Writing	2	2	2	2	2
BBA, BSc	2	Academic Writing	2	2	2	2	2
BBA, BSc	2	Academic Writing	2	2	2	2	2
BBA, BSc	2	Academic Writing		2	2	2	2
BBA, BSc	3	Marketing & Consumer Behaviour	2	2	2	2	2
BBA, BSc	3	Marketing & Consumer Behaviour	2	2	2	2	2
BBA, BSc	3	Financial Management & Investment Planning	2	2	2	2	2
BBA, BSc	3	Financial Management & Investment Planning	1	1	1	1	1
BBA, BSc	4	Marketing Research & Empirical Project	2	2	2	2	2
BBA, BSc	4	Marketing Research & Empirical Project	2	2	2	2	2
BBA, BSc	4	Marketing Research & Empirical Project			2	2	2
BBA, BSc	4	Marketing Research & Empirical Project	2	2	2	2	2
BBA, BSc	4	Marketing Research & Empirical Project	2	2	2	2	2
BBA, BSc	4	Marketing Research & Empirical Project	2	2	2	2	2
BBA, BSc	4	Marketing Research & Empirical Project	2	2	2	2	2
BBA, BSc	4	Marketing Research & Empirical Project	2	2	2	2	2
BBA, BSc	4	Marketing Research & Empirical Project		2	2	2	2
BBA, BSc	4	Marketing Research & Empirical Project			2	2	2
BBA, BSc	4	HR Management & Management Development	4	4	4	4	4
BBA, BSc	4	HR Management & Management Development	4	4	4	4	4
BBA, BSc	4	HR Management & Management Development	4	4	4	4	4
BBA, BSc	4	HR Management & Management Development	4	4	4	4	4
BBA, BSc	4	HR Management & Management Development	4	4	4	4	4
BBA, BSc	4	HR Management & Management Development		4	4	4	4
BBA, BSc	4	HR Management & Management Development			4	4	4
BBA, BSc	4	Law & Introduction to Business Law	2	2	2	2	2
BBA, BSc	4	Law & Introduction to Business Law	2	2	2	2	2
BBA, BSc	4	Law & Introduction to Business Law			2	2	2
BBA, BSc	4	Law & Introduction to Business Law	1	1	1	1	1
BBA, BSc	4	Law & Introduction to Business Law	1	1	1	1	1
BBA, BSc	4	Law & Introduction to Business Law	1	1	1	1	1
BBA, BSc	4	Law & Introduction to Business Law	1	1	1	1	1
BBA, BSc	4	Law & Introduction to Business Law	1	1	1	1	1
BBA, BSc	4	Law & Introduction to Business Law		1	1	1	1
BBA, BSc	4	Law & Introduction to Business Law			1	1	1
BBA, BSc	5	Economic Geography		2	2	2	2
BBA, BSc	5	Economic Geography		1	1	1	1
BBA, BSc	6	Operations Research & Forecasting		1	1	1	1
BBA, BSc	6	Operations Research & Forecasting		1	1	1	1
BBA, BSc	6	Operations Research & Forecasting				1	1

Spring		BBA and BSc	Teaching hours				
Program	Sem	Course	14/15	15/16	16/17	17/18	18/19/20
BBA, BSc	6	Operations Research & Forecasting		2	2	2	2
BBA, BSc	6	Operations Research & Forecasting		2	2	2	2
BBA, BSc	6	Operations Research & Forecasting		2	2	2	2
BBA, BSc	6	Operations Research & Forecasting		2	2	2	2
BBA, BSc	6	Operations Research & Forecasting		2	2	2	2
BBA, BSc	6	Operations Research & Forecasting		2	2	2	2
BBA, BSc	6	Operations Research & Forecasting				2	2
BBA, BSc	6	Entrepreneurship, Innovation & Business Planning		1	1	1	1
BBA, BSc	6	Entrepreneurship, Innovation & Business Planning		1	1	1	1
BBA, BSc	6	Entrepreneurship, Innovation & Business Planning				1	1
BBA, BSc	6	Entrepreneurship, Innovation & Business Planning		2	2	2	2
BBA, BSc	6	Entrepreneurship, Innovation & Business Planning		2	2	2	2
BBA, BSc	6	Entrepreneurship, Innovation & Business Planning		2	2	2	2
BBA, BSc	6	Entrepreneurship, Innovation & Business Planning		2	2	2	2
BBA, BSc	6	Entrepreneurship, Innovation & Business Planning		2	2	2	2
BBA, BSc	6	Entrepreneurship, Innovation & Business Planning			2	2	2
BBA, BSc	6	Entrepreneurship, Innovation & Business Planning				2	2

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Spring		BBA 4 yrs	Teaching hours				
Program	Sem	Course	14/15	15/16	16/17	17/18	18/19/20
BBA4	2	Hotel Management and Operations	4	4	4	4	4
BBA4	2	Rooms Division Management	4	4	4	4	4
BBA4	2	Culinary Theory and Practice/B	4	4	4	4	4
BBA4	2	Culinary Theory and Practice/B		4	4	4	4
BBA4	2	Restaurant and Service Management/B	3	3	3	3	3
BBA4	2	Restaurant and Service Management/B		3	3	3	3
BBA4	2	Hotel Simulation Project	2	2	2	2	2
BBA4	2	Business Communication	4	4	4	4	4
BBA4	2	Business Communication		4	4	4	4

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Spring		BSc	Teaching hours				
Program	Sem	Course	14/15	15/16	16/17	17/18	18/19/20
BSc	2	Research Design	2	2	2	2	2
BSc	2	Research Design	2	2	2	2	2
BSc	2	Research Design	2	2	2	2	2
BSc	4	Marketing Intelligence	1	1	1	1	1
BSc	4	Marketing Intelligence	2	2	2	2	2
BSc	4	Marketing Intelligence	2	2	2	2	2
BSc	4	Marketing Intelligence	2	2	2	2	2
BSc	6	Strategic Planning		1	1	1	1
BSc	6	Strategic Planning		2	2	2	2
BSc	6	Strategic Planning		2	2	2	2
BSc	6	Strategic Planning			2	2	2
BSc	6	Latest Trends in International Management	1	1	1	1	1
BSc	6	EC	2	2	2	2	2

Graduate School

Fall		MSc	Teaching hours				
Program	Sem	Course	14/15	15/16	16/17	17/18	18/19/20
MSc CBK	1	Intermediate Microeconomic Theory	2	2	2	2	2
MSc CBK	1	Intermediate Microeconomic Theory			2	2	2
MSc CBK	1	Data Analysis and Decision Making	3	3	3	3	3
MSc CBK	1	Data Analysis and Decision Making			3	3	3
MSc ITM	3	Master Thesis Seminar	2	2	2	2	2
MSc SDMP	3	Master Thesis Seminar	2	2	2	2	2
MSc SDMP	1	Human Ecology	2	2	2	2	2
MSc SDMP	1	Social Dimensions in Sustainable Development	2	2	2	2	2
MSc SDMP	3	Ecological Economics	2	2	2	2	2
MSc SDMP	3	Governance Issues in Sustainable Development	2	2	2	2	2
MSc SDMP	3	Environmental Management and Sustainability	2	2	2	2	2
MSc ITM	1	ICT in Tourism	2	2	2	2	2
MSc ITM	1	Tourism Industries			2	2	2
MSc ITM	3	Innovation Management	2	2	2	2	2
MSc ITM	1	Financial and Asset Management (Corporate Financial Management)	2	2	2	2	2
MSc ITM	1	Consumer Behavior and Marketing Research			2	2	2
MSc ITM	1	Sustainable Tourism Principles and Strategies			2	2	2
MSc ITM	3	Real Estate Management				2	2
MSc ITM	3	Service Quality Management	2	2	2	2	2
MSc ITM	3	New Media Strategy				2	2
MSc CBK	1	Academic Writing Session	0,2	0,2	0,2	0,2	0,2

Spring		MSc	Teaching hours				
Program	Sem	Course	14/15	15/16	16/17	17/18	18/19/20
MSc CBK	2	Principles of Environmental Sciences and Systems	2	2	2	2	2
MSc CBK	2	Principles of Environmental Sciences and Systems			2	2	2
MSc CBK	2	Research Design & Advanced Data Analysis	3	3	3	3	3
MSc CBK	2	Research Design & Advanced Data Analysis			3	3	3
MSc CBK	2	Leadership and CSR	2	2	2	2	2
MSc CBK	2	Leadership and CSR			2	2	2
MSc SDMP	1	Economic Development Principles and Strategies	2	2	2	2	2
MSc SDMP	2	Resource and Environmental Economics	2	2	2	2	2
MSc SDMP	2	Public Policy Analysis	2	2	2	2	2
MSc ITM	2	Marketing Planning in Tourism and Hospitality (Global Marketing)	2	2	2	2	2
MSc ITM	2	Destination Management (International Destination Management)	2	2	2	2	2
MSc ITM	2	Project Management			2	2	2
MSc ITM	4	Entrepreneurship and Business Project				2	2
MSc ITM	4	Destination Marketing Planning Project				2	2

Spring		MSc	Teaching hours				
Program	Sem	Course	14/15	15/16	16/17	17/18	18/19/20
MSc ITM	4	Tourism Planning Project (Tourism Business Project)	2	2	2	2	2
MSc ITM	3	Master Thesis Seminar	2	2	2	2	2
MSc SDMP	3	Master Thesis Seminar	2	2	2	2	2

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1537 ## Professional School

Fall		MBA	Teaching hours				
Program	Sem	Course	14/15	15/16	16/17	17/18	18/19/20
MBA CBK	1	Leadership	1,5	1,5	1,5	1,5	1,5
MBA CBK	1	Managing People and Teams	1,5	1,5	1,5	1,5	1,5
MBA CBK	1	Managing Organizations	1,5	1,5	1,5	1,5	1,5
MBA CBK	1	Ethics and Corporate Social Responsibility	1,5	1,5	1,5	1,5	1,5
MBA CBK	2	Financial Management	1,5	1,5	1,5	1,5	1,5
MBA CBK	2	Information Systems Management	1,5	1,5	1,5	1,5	1,5
MBA CBK	2	Entrepreneurship and Innovation	1,5	1,5	1,5	1,5	1,5
MBA EC	3	Strategic Marketing for Tourism Destinations	1,5	1,5	1,5	1,5	1,5
MBA EC	3	Governance Issues in Sustainable Development	1,5	1,5	1,5	1,5	1,5
MBA EC	3	Environmental Management	1,5	1,5	1,5	1,5	1,5
MBA EC	3	Public-Private Partnerships	1,5	1,5	1,5	1,5	1,5
MBA EC	3	Economic Development Strategies and Policies	1,5	1,5	1,5	1,5	1,5
MBA EC	3	e-Government	1,5	1,5	1,5	1,5	1,5
MBA EC	2	Social Entrepreneurship	1,5	1,5	1,5	1,5	1,5
MBA EC	2	Elective Course 1			1,5	1,5	1,5
MBA EC	2	Elective Course 2			1,5	1,5	1,5
MBA EC	2	Elective Course 3				1,5	1,5
MBA EC	2	Elective Course 4				1,5	1,5
MBA EC	2	Elective Course 5				1,5	1,5

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Spring		MBA	Teaching hours				
Program	T	Course	14/15	15/16	16/17	17/18	18/19/20
MBA CBK	2	Competitive Analysis and Strategy	1,5	1,5	1,5	1,5	1,5
MBA CBK	2	Marketing Management	1,5	1,5	1,5	1,5	1,5
MBA CBK	2	Managerial Economics	2,25	2,25	2,25	2,25	2,25
MBA CBK	2	Data Analysis and Decision Making	2,25	2,25	2,25	2,25	2,25
MBA CBK	2	Accounting and Financial Reporting	1,5	1,5	1,5	1,5	1,5
MBA CBK	1	Academic Writing Session	0,2	0,2	0,2	0,2	0,2
MBA CBK	1	Master Thesis Tutorial I	0,75	0,75	0,75	0,75	0,75
MBA CBK	1	Master Thesis Tutorial II (MJ in SD and General MBA)	0,75	0,75	0,75	0,75	0,75
MBA CBK	1	Master Thesis Tutorial II (MJ in TM and General MBA)	0,75	0,75	0,75	0,75	0,75
MBA EC	3	Interactive Marketing for Tourism Destinations	1,5	1,5	1,5	1,5	1,5
MBA EC	3	Identifying Market Segments in Tourism	1,5	1,5	1,5	1,5	1,5
MBA EC	3	Principles of Consumer Behavior in Tourism	1,5	1,5	1,5	1,5	1,5
MBA EC	3	Tourism Service Production	1,5	1,5	1,5	1,5	1,5
MBA EC	3	The Legal and Regulatory Framework of the EU	1,5	1,5	1,5	1,5	1,5
MBA EC	3	Visualization Techniques for Management	1,5	1,5	1,5	1,5	1,5

Spring		MBA	Teaching hours				
Program	T	Course	14/15	15/16	16/17	17/18	18/19/20
MBA EC	3	The Art of Negotiation and Dispute Resolution	1,5	1,5	1,5	1,5	1,5
MBA EC	3	Telecommunication - Branding, Products and Distribution	1,5	1,5	1,5	1,5	1,5
MBA EC	3	New Media Technology	1,5	1,5	1,5	1,5	1,5
MBA EC	3	Business Plans and Intellectual Property Rights	1,5	1,5	1,5	1,5	1,5
MBA EC	3	Media Asset Management and Utilization	1,5	1,5	1,5	1,5	1,5
MBA EC	3	Elective Course General MBA	1,5	1,5	1,5	1,5	1,5
MBA EC	2	Hotel Planning, Investment and Valuation	1,5	1,5	1,5	1,5	1,5
MBA EC	2	Hotel Architecture, Design and Facility Management				1,5	1,5
MBA EC	2	Revenue Management			1,5	1,5	1,5
MBA EC	2	Tourism Mobility and Transportation				1,5	1,5
MBA EC	2	Designing Tourism Experiences				1,5	1,5
MBA EC	2	Tourism Forecasting			1,5	1,5	1,5
MBA EC	2	MICE			1,5	1,5	1,5
MBA EC	2	Green Business Strategies	1,5	1,5	1,5	1,5	1,5

Post-Graduate School

Fall		PhD	Teaching hours				
Program	Sem	Course	14/15	15/16	16/17	17/18	18/19/20
PhD	1	Logic of Social Sciences Research	2	2	2	2	2
PhD	1	Quantitative Research Methods	2	2	2	2	2
PhD	1	Research Seminar	2	2	2	2	2
PhD	1	Research Seminar		2	2	2	2
PhD	1	Scientific Writing	2		2		2
PhD	1	Pedagogical and Didactical Training	2	2	2	2	2

Spring		PhD	Teaching hours				
Program	Sem	Course	14/15	15/16	16/17	17/18	18/19/20
PhD	2	Philosophy of Science	2		2		2
PhD	2	Research Design	2	2	2	2	2
PhD	2	Qualitative Research Methods	2	2	2	2	2
PhD	2	Elective course in Module "Research Methods"	2	2	2	2	2
PhD	2	Research Seminar	2	2	2	2	2
PhD	2	Elective course in Module "Research Communication and Collaboration"	2	2	2	2	2

Other Courses

Fall		Other	Teaching hours				
Program	Sem	Course	14/15	15/16	16/17	17/18	18/19/20
German	1	German A1/1	3	3	3	3	3
German	1	German A1/2	3	3	3	3	3
German	1	German A2/1	3	3	3	3	3
German	1	German A2/2	3	3	3	3	3
Prep Course	1	English I	6	6	6	6	6
Prep Course	1	English II	4	4	4	4	4
Prep Course	1	English III	4	4	4	4	4

Fall		Other	Teaching hours				
Program	Sem	Course	14/15	15/16	16/17	17/18	18/19/20
Prep Course	1	German	5	5	5	5	5
Prep Course	1	Mathematics	5	5	5	5	5
Prep Course	1	IT	2	2	2	2	2

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Spring		Other	Teaching hours				
Program	Sem	Course	14/15	15/16	16/17	17/18	18/19/20
German	2	German A1/1	3	3	3	3	3
German	2	German A1/2	3	3	3	3	3
German	2	German A2/1	3	3	3	3	3
German	2	German A2/2	3	3	3	3	3
Prep Course	2	English I	6	6	6	6	6
Prep Course	2	English II	4	4	4	4	4
Prep Course	2	English III	4	4	4	4	4
Prep Course	2	German	5	5	5	5	5
Prep Course	2	Mathematics	5	5	5	5	5
Prep Course	2	IT	2	2	2	2	2

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Summary

Total number of courses	14/15	15/16	16/17	17/18	18/19	19/20
Undergraduate (BBA, BSc)	195	254	280	290	290	290
Graduate (MSc)	28	28	42	52	52	52
MSc and MBA EC	25	25	34	38	38	38
Professional (MBA CBK)	21	21	26	32	32	32
PhD	16	16	16	16	16	16
German @ MU & Prep Course	19	19	19	19	19	19
Total	**287**	**345**	**387**	**405**	**407**	**407**

Total number of teaching hours	14/15	15/16	16/17	17/18	18/19	19/20
Undergraduate (BBA, BSc)	368	472	518	534	534	534
Graduate (MSc)	50	50	70	78	78	78
MSc and MBA EC	32	32	39	48	48	48
Professional (MBA CBK)	22	22	22	22	22	22
PhD	22	20	24	20	24	24
German @ MU & Prep Course	73	73	73	73	73	73
Total	**567**	**669**	**746**	**775**	**779**	**779**

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Faculty and Staff Plan

Assuming that the flow of incoming students and the economic development of the University materializes as outlined in the Financial Plan, the number of faculty will increase from 23.6 (2013/14) to 39 (2019/20), +65%, and each academic department will be equipped as following:

Faculty Plan / Department (Full time equivalent)	Applied Statistics and Economics	Public Governance and Sustainable Development	New Media Technology	Tourism and Service Management	International Management	Total
Full Professor	1	1	1	3.5	1	**7.5**
Associate Professor	1	1	1	1	1	**5**
Assistant Professor	1	2	1	3	2	**9**
Assistant Professor / Senior Lecturer		1		2	1	**4**
Lecturer	1				0.5	**1.5**
Total Post-Doc	**4**	**5**	**3**	**9.5**	**5.5**	**27**
Researcher and Lecturer	**12**					
Total Faculty	**5-7**	**6-8**	**4-6**	**12-14**	**5.5-7**	**39**

Assuming that the flow of incoming students and the economic development of the University materializes as outlined in the Financial Plan, the number of staff will increase from 27.6 (2013/14) to 40.875 (2019/20), +48%, and each administrative office will be equipped as following:

Staff Plan (Full time equivalent)	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Academic Office						
Program Management/Faculty Support	3.25	4.25	4.25	4.25	4.25	4.25
Accreditation Management	1	1	1	1	1	1
Library, Research Support and Documentation	1	1	1	1	1.5	2
Administration Office	2	2	2	2	2	2
Infrastructure	1	1	1	1	1	1
Accounting, Controlling, and HR Mgmt	1.425	2.5	2.5	3	3	3
Recruiting and Business Development	3	3.5	3.5	3.5	3.5	3.5
Communication Office	2.8	3	3.5	4	4	4
Student Service Center	2	2.5	2.5	2.5	2.5	2.5
Admissions Office	2.5	2.5	2.5	2.5	2.5	2.5
MODUL Career and Reception	3	3.5	3.5	3.5	4	4
Cafeteria and Event Management	3.125	3.125	4.625	4.625	5.125	5.125
Quality and Process Management					0,5	1
Information Systems Services	4.5	5	5	5	5	5
Total Staff	**30.6**	**35.075**	**36.875**	**37.875**	**39.875**	**40.875**

General Infrastructure and Room Allocation Plan

Lecture Rooms

MODUL University Vienna currently has 8 lecture rooms within the premises of the university with a max size of 730m². For the Academic Year 2013/14 MU rented an additional seminar room (Room Kahlenberg) for the first time within the Hotel Kahlenberg for 2 days a week.

Rooms	Sizes	Capacity/Pax
Room 1.09/1.10	148 m²	70 (+10)
Room 2.08/2.09	184 m²	80 (+10)
Room 1.08	74 m²	30 (+6)
Room 2.07	82 m²	30 (+6)
Room 3.13	52 m²	27
Room 4.05	48 m²	21
Room 4.03	49 m²	21
Room PC Lab	93 m²	30

Based on the anticipated growing students numbers, the increasing courses and the teaching units planned from 2013/14 -2017/18 MODUL University Vienna will need to adapt or rent new lecture rooms. The recommendations are as follows:

- Teaching hours will be Mon-Friday from 09:00-19:15 which are 12 possible teaching hours in each lecture room, with a maximum of 60 hours per week; in exceptional cases and in order to overcome any shortages classes could also be offered on Saturdays if necessary.

- As of 2014/15 MU will need to rent 1 additional seminar room with a capacity of 30 pax e.g. Room Kahlenberg = 50m² at Hotel Kahlenberg for 5 days/week.

Rooms	Sizes	Capacity/Pax
Room Kahlenberg	50 m²	25 (+5)

- As of **2015/16** MU will need two additional seminar rooms with a capacity of 30 pax each. The following offices will be converted into 2 additional lecture rooms:

Rooms	Sizes	Capacity/Pax
Room 1.02/1.03	94.2 m²	50
Room 3.06	59.2 m²	30

- As of 2016/17 MU will need an additional big lecture hall with a capacity of 90 pax (at least 3 days per week) as well as another seminar room with a capacity of 30 pax. It is planned to

move the library (2.05) and the learning area next to the library (2.06) to the newly rented "Ball Room" and to convert this space into a big lecture hall. At the same time MODUL University Vienna will take over the Hotel Restaurant and run it as a self-service Cafeteria exclusively for students and employees. The current Cafeteria will be turned into a seminar room for at least 30 pax.

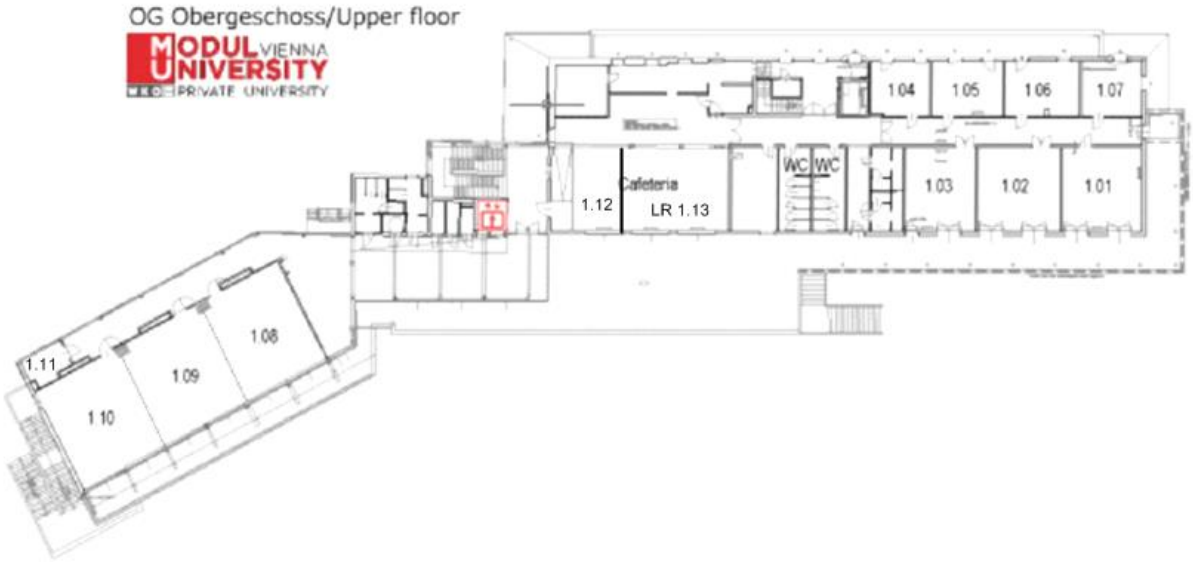
Lecture rooms	Size	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
LR 109/110	148 m² (max 90 PAX)	1	1	1	1	1	1
LR 108	74 m² (34 PAX)	1	1	1	1	1	1
LR 207	82 m² (34 PAX)	1	1	1	1	1	1
LR 208/209 (AudiMax)	184m² (103 PAX)	1	1	1	1	1	1
LR 313	52 m² (27 PAX)	1	1	1	1	1	1
LR 405	48 m² (21 PAX)	1	1	1	1	1	1
LR 403	49 m² (21 PAX)	1	1	1	1	1	1
PC Lab	93 m² (30 PAX)	1	1	1	1	1	1
LR "Kahlenberg"	50 m² (30 PAX)	1	1	1	1	1	1
LR 102/103	94 m² (50 PAX)		1	1	1	1	1
LR 306	59 m² (30 PAX)		1	1	1	1	1
2.05/2.06 (min 90 PAX)	269 m² (120 PAX)			1	1	1	1
Cafeteria (min 30 PAX)	74m² (40 PAX)			1	1	1	1
TOTAL		**9**	**11**	**13**	**13**	**13**	**13**

Offices and Departments

The total number of employees will increase from 60 (2013/14) to 96 (2019/20) by 60%. During the next 5 years the University will have to reallocate some of the academic departments and administrative offices. The guiding principles include that all academic departments and all staff members of important student services (including Admissions) and senior faculty members (Assistant Profs/SL, Associate Profs, Full Profs) have their desks in the main building. It is planned that the minimum size of an academic department consists of three faculty members; Each Dean and/or head of an academic unit (Department Head) should have a single office with meeting facilities. The University Board will try its outmost that offices of members of one department are located within its closest proximity.

The office allocation plan for the first floor is as following:

1st floor:



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Offices Main Building	Size	14/15	15/16	16/17	17/18	18/19/20
O 1.01	**49 m²**	Wöber	Wöber	Wöber	Wöber	Wöber
O 1.02	**44 m²**	Ruttner	**LR 1.02/1.03 (94m², 50 PAX)**			
		Tiller				
		(Zekan)				
		Grad Ass. 1/2				
O 1.03	**50 m²**	Moser				
		Stenberg				
		Finne				
		PM MBA				
O 1.07	**24 m²**	Lund-Durlacher	Lund-Durlacher	Lund-Durlacher	Lund-Durlacher	Lund-Durlacher
O 1.06	**30 m²**	Aubke	Finne	Finne	Finne	Finne
		Zins 0.5	Ruttner	Ruttner	Ruttner	Ruttner
		Hibbert 0.5	PM MBA	PM MBA	PM MBA	PM MBA
O 1.05	**29 m²**	Önder	Moser	Moser	Moser	Moser
		Gunter	Stenberg	Stenberg	Stenberg	Stenberg
			OM NN 0.5	OM NN	OM NN	OM NN
O 1.04	**24 m²**	Dickinger	Aubke	Aubke	Aubke	Aubke
		Loisch	Zins 0.5	Zins 0.5	Zins 0.5	Zins 0.5
		Smeral 0.1	(Smeral 0.5)	(Smeral 0.5)	(Smeral 0.5)	(Smeral 0.5)
O 1.11	**12 m²**	Stewart 0.8	AProf	AProf	AProf	AProf
		Mazanec 0.5	Mazanec 0.5	Mazanec 0.5	Mazanec 0.5	Mazanec 0.5
Cafeteria	**98 m²**	Fischer	Fischer	**LR 1.13 74m² (40 PAX)**		
		Simon 0.5	Simon 0.5			
		Hashimze 0.5	Hashimze 0.5			
O 1.12	**24 m²**			AProf/SL	AProf	AProf
new					AProf/SL	AProf/SL

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IM	TSM	PGSD	ACO	Research
NMT	ASE	Admin		

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- In 2015/16 the offices 1.02 and 1.03 will be converted into a seminar room.
- Adaptations in the current aisle between 1.01/1.02./1.03 and 1.07/1.06/1.05/1.04 will be made in order to organize the services of the Academic Office (entrance door and communication system will be moved; door of 1.03 will be equipped with a window; a door between 1.05 and 1.06 will be installed).
- In 2016/17 the Cafeteria will be turned into a seminar room (1.13) for 40 pax and an additional office (approx. 24 m²) will be established (1.12).

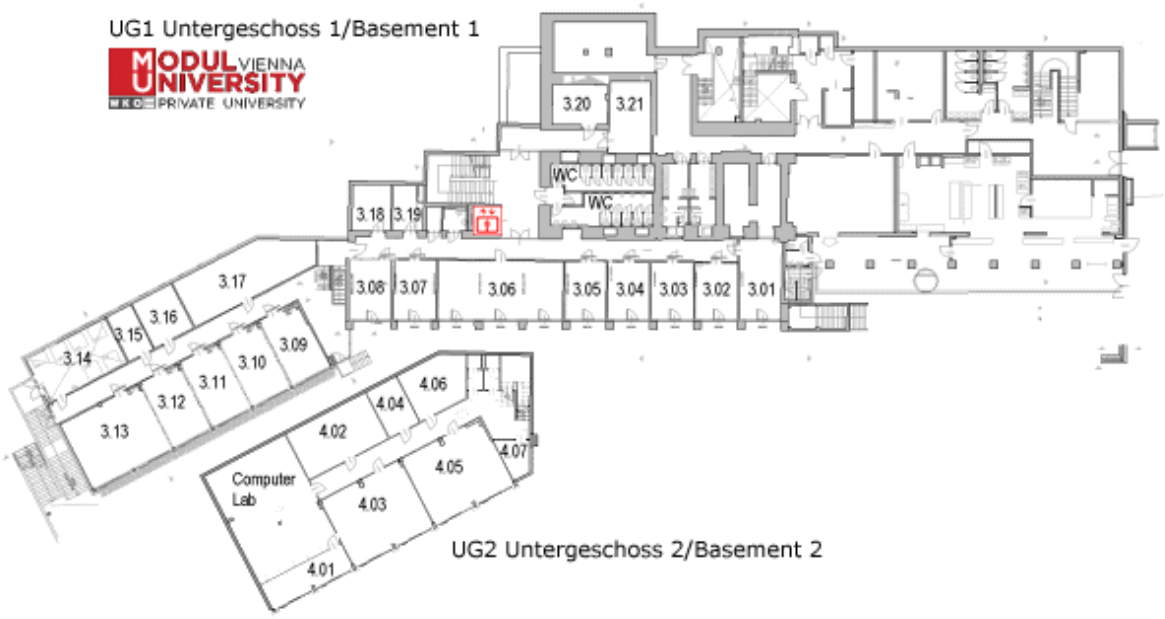
The office allocation plan for the ground floor is as following:

Offices Main Building	Size	14/15	15/16	16/17	17/18	18/19/20
O 2.01	**36 m²**	El Sharkawi	Alexander	Alexander	Alexander	Alexander
MC / SSC		Melke	Baumgartner	Baumgartner	Baumgartner	Baumgartner
			NN 0.5	NN 0.5	NN 0.5	NN 0.5
O 2.02	**32 m²**	Alexander	**SSC Meeting Room**			
Student Service Center		Baumgartner				
O 2.03	**53 m²**	Bernhard	Bernhard	Bernhard	Bernhard	Bernhard
Admissions		Stankey	Stankey	Stankey	Stankey	Stankey
		NN AO 0.5	NN AO 0.5	NN AO 0.5	NN AO 0.5	NN AO 0.5
O 2.04 (Reception)	**12 m²**	Kocakulah	Kocakulah	Kocakulah	Kocakulah	Kocakulah
O 2.05	**118 m²**	**Library**		**LR 2.05/2.06 269 m² (120 PAX)**		
O 2.06	**151 m²**	Hubweber	Hubweber			
Library RS&D						

- In 2015/16 MODUL Career will be reallocated to the Hotel's Ellipse. The offices 2.01 and 2.02 will be merged and form the new Student Service Center. Adaptations in the current aisle will be made to connect the University main building with the current Restaurant.

- In 2016/17 the Library will move to the Hotel's "Ball Room" and 2.05 and 2.06 will be converted into a large lecture hall (269 m², 120 PAX).

The office allocation plan for basement 1 is as following:



Offices Main Building	Size	14/15	15/16	16/17	17/18	18/19/20
O 3.01 PGSD	**25 m²**	Hoffmann	Goldstein	Goldstein	(Goldstein)	(Goldstein)
O 3.02	**19 m²**	Schweighofer	Sedlacek	Sedlacek	Sedlacek	Sedlacek
		Schmidt	Christopoulos	Christopoulos	Christopoulos	Christopoulos
O 3.03	**19 m²**	Eder Y 0.8	Ceddia	Ceddia	Ceddia	Ceddia
		Krasser 0.5	AProf/SL	AProf/SL	AProf/SL	AProf/SL
O 3.04	**19 m²**	Eder A	Dickinger	Dickinger	Dickinger	Dickinger
		Bari	Loisch	Loisch	Loisch	Loisch
O 3.05	**19 m²**	Krajcovicova	Önder	Önder	Önder	Önder
		Tanakovich	Gunter	Gunter	Gunter	Gunter
O 3.06b	**19 m²**	Sedlacek	**LR 306 59 m² (30 PAX)**			
		Christopoulos				
O 3.06	**40 m²**	Goldstein				
O 3.07	**20 m²**	Ceddia	Weismayer	Weismayer	Weismayer	Weismayer
		Rui	AscProf	AscProf	AscProf	AscProf
O 3.08	**20 m²**	Fida	Sabou	Sabou	Sabou	Sabou
		NN ISS	AProf	AProf	AProf	AProf
O 3.08b	**13 m²**	Social Room	Social Room	Social Room	Social Room	Social Room

Offices Main Building	Size	14/15	15/16	16/17	17/18	18/19/20
O 3.09 NMT	**24 m²**	Scharl 0.75	Scharl 0.75	Scharl	Scharl	Scharl
O 3.10	**25 m²**	Sabou 0.75	FProf	FProf	FProf	FProf
		Gindl				
		Schäfer				
O 3.11 IM	**25 m²**	Rammerstorfer	Rammerstorfer	Rammerstorfer	Rammerstorfer	Rammerstorfer
			AProf	AProf	AProf	AProf
O 3.12 ASE	**25 m²**	Ponocny	Ponocny	Ponocny	Ponocny	Ponocny
		Weismayer				
O 3.18	**14 m²**	Auer	Auer	Auer	Auer	Auer
O 3.19	**11 m²**	Cafe & F&B	Cafe & F&B	Cafe & F&B	Cafe & F&B	Cafe & F&B
O 4.01	**10 m²**	Padmanabhan	Padmanabhan	Padmanabhan	Padmanabhan	Padmanabhan
		Neuhofer	Neuhofer	Neuhofer	Neuhofer	Neuhofer
O 4.02	**35 m²**	Student Reps	Student Reps	Student Reps	Student Reps	Student Reps
O 4.06	**20 m²**	**Storage**	**Meeting Room**			

- In 2015/16 the offices 3.06 and 3.06b will be converted into a seminar room and the room 4.06 will be converted into a meeting room.

As of 2013/14 the University is renting two apartments (A1 and A2) for accommodating Researchers and Lecturers as well as externally funded Researchers (latter space paid by research funds):

Offices "Hotel"	Size	14/15	15/16	16/17	17/18	18/19/20
A 1	**52 m²**	Megelin	Megelin	Megelin	Megelin	(Megelin)
R/Lecturers		Lalicic	Lalicic	Lalicic	(Lalicic)	(Lalicic)
		Leung	Leung	Leung	Leung	(Leung)
		Leonhard	Leonhard	Leonhard	Leonhard	(Leonhard)
		Grad Ass. 3/4	Grad A. 1/2/3/4	Grad Ass. 1/2	Grad Ass. 1/2	Grad Ass. 1/2
A 2	**52 m²**	Hubmann	Hubmann	Hubmann	Hubmann	Hubmann
Researchers		Brasoveanu	Brasoveanu	Brasoveanu	Brasoveanu	Brasoveanu
		Reyes	Reyes	Reyes	Reyes	Reyes
		Fischl	Fischl	Fischl	Fischl	Fischl
		Bauer	Bauer	Bauer	Bauer	Bauer

- The maximum number of work spaces in a 52 m² apartment is five for faculty or staff, and 6 for external (full-time) PhD students.

In 2014/15 the University plans to rent three additional apartments.

Offices "Hotel"	Size	14/15	15/16	16/17	17/18	18/19/20
A 3	**52 m²**	Lang	Lang	Lang	Lang	Lang
Researchers		Nixon	Nixon	Nixon	Nixon	Nixon
			Schäfer	Schäfer	Schäfer	Schäfer

Offices "Hotel"	Size	14/15	15/16	16/17	17/18	18/19/20
A 4	**52 m²**	PhD 1	(Zekan)	(Zekan)	(Zekan)	(Zekan)
R/Lecturers		PhD 2	Hibbert 0.5	Hibbert 0.5	Hibbert 0.5	Hibbert 0.5
		(Hubmann)	(Hubmann)	(Hubmann)	(Hubmann)	(Hubmann)
		PhD 3	(Gindl)	(Gindl)	(Gindl)	(Gindl)
		L 0.5	L 0.5	L 0.5	L 0.5	L 0.5
A 5	**52 m²**		Fida	Fida	Fida	Fida
Information Systems Service		NN ISS 0.5	NN ISS	NN ISS	NN ISS	NN ISS
Quality and Process Mgmt			NN ISS	NN ISS	NN ISS	NN ISS
		NN Recruit.				NN QPM

- Apartment A3 will be used for accommodating third-party funded Researchers.
- Apartment A4 will be used for accommodating Researchers, Lecturers, and PhD students.
- Apartment A5 will be used for administration (Information Systems Service and Quality and Process Management).

In 2015/16 the University plans to move most of its administration offices to the current hotel. The University will rent five additional apartments and the Ellipse.

- Apartment A6 will be used for accommodating PhD students.
- Apartment A7 will be used by the Managing Director and will include a table for administrative meetings.
- Apartments A8, A9, and A10 will be used for administration offices (Accounting, Controlling, and HR Management; Communication; Recruiting and Business Development)
- The Ellipse will host MODUL Career and provide space for representative meetings and events.

Offices "Hotel"	Size	15/16	16/17	17/18	18/19/20
A 6	**52 m²**	PhD 1	PhD 1	PhD 1	PhD 1
PhDs		PhD 2	PhD 2	PhD 2	PhD 2
		PhD 3	PhD 3	PhD 3	PhD 3
		PhD 4	PhD 4	PhD 4	PhD 4
		PhD 5	PhD 5	PhD 5	PhD 5
		(Tiller)	(Tiller)	(Tiller)	(Tiller)
A 7	**52 m²**	Hoffmann	Hoffmann	Hoffmann	Hoffmann

Offices "Hotel"	Size	15/16	16/17	17/18	18/19/20
A 8	**52 m²**	Krasser	Krasser	Krasser	Krasser
Accounting, Controlling, HR Mgmt		Eder Y	Eder Y	Eder Y	Eder Y
		NN HR 0.5	NN HR 0.5	NN HR	NN HR
		Schmidt			
A 9	**52 m²**	Eder A	Eder A	Eder A	Eder A
Communication Office		Krajcovicova	Krajcovicova	Krajcovicova	Krajcovicova
		Stewart	Stewart	Stewart	Stewart
			NN HP/Web 0.5	NN HP/Web	NN HP/Web
A 10	**52 m²**	Schweighofer	Schweighofer	Schweighofer	Schweighofer
Recruiting and Business Development		Bari	Bari	Bari	Bari
		Tanakovich	Tanakovich	Tanakovich	Tanakovich
		NN Recruiting	NN Recruiting	NN Recruiting	NN Recruiting
		NN Recr. 0.5	NN Recr. 0.5	NN Recr. 0.5	NN Recr. 0.5
Ellipse	**35 m²**	El Sharkawi	El Sharkawi	El Sharkawi	El Sharkawi
		Melke	Melke	Melke	Melke
		NN MC 0.5	NN MC 0.5	NN MC 0.5	NN MC
	45 m²	**Meeting Room**			

In 2016/17 the University plans to rent the Restaurant, the Ball Room, and one additional apartment.

- The Restaurant will be turned into a self-service Cafeteria, open Monday-Friday for students and employees only; parts of the restaurant will be furnished like as study area and should invite students to meet and to discuss group work ('loud' space). The opportunity for installing a show kitchen will be evaluated.

- The current ball room will become the new Library and study area ('quiet' space). The library shelves will be located in the inner part of the Ball Room and will be freely accessible; the reading area will be the space between the shelves and the windows and could be used for organizing events as well. The entire library and reading area will be equipped with an access control system.

- Apartment A11 will be used for accommodating Researcher and Lecturers as well as PhD students.

Offices "Hotel"	Size	16/17	17/18	18/19/20
Restaurant	**250 m²**	Schmidt	Schmidt	Schmidt
		Fischer	Fischer	Fischer
		Simon 0.5	Simon 0.5	Simon 0.5
		Hashimze 0.5	Hashimze 0.5	Hashimze 0.5
		Dishwasher 0.5	Dishwasher 0.5	Dishwasher 0.5
				Dishwasher 0.5
		Sous Chef	Sous Chef	Sous Chef

Offices "Hotel"	Size	16/17	17/18	18/19/20
Ball room	**475 m²**	Hubweber	Hubweber	Hubweber
Library and Reading Area				NN RS&D
A 11	**62 m²**	L 0.5	L 0.5	L 0.5
R/Lecturers		RL NN 1	RL NN 1	RL NN 1
		PhD 6	RL NN 2	RL NN 2
		PhD 7	RL NN 3	RL NN 3
		Grad Ass. 3/4	Grad Ass. 3/4	Grad Ass. 3/4
				RL NN 4

In 2017/18 the University plans to rent one additional apartment which will be used for accommodating additional Researcher and Lecturers as well as PhD students.

Offices "Hotel"	Size	17/18	18/19/20
A 12	**52 m²**	PhD 6	PhD 6
PhDs		PhD 7	PhD 7
		PhD 8	PhD 8
		PhD 9	PhD 9
			PhD 10
			PhD 11

Development of Tuition Fees

The University will adjust its tuition fees for the period of this development plan as following:

Tuition rates (in €)	2014/15*	2015/16	2016/17	2017/18	2018/19	2019/20
BBA 3yrs	28.000	31.000	34.000	37.000	43.000	47.000
BBA 4yrs	38.000	43.000	47.000	52.000	59.000	65.000
BSc (3yrs)	28.000	31.000	34.000	37.000	43.000	47.000
MSc (2yrs)	19.000	24.000	24.000	24.000	24.000	24.000
MBA (18m)	25.000	25.000	25.000	25.000	25.000	25.000
PhD (4yrs)	45.000	45.000	45.000	45.000	45.000	45.000

Note: * same rates as 2013/14

Scholarship Allocation

MODUL University Vienna has begun to develop and publish clear guidelines on the allocation of the available scholarship funds (which are the federal scholarship funds, externally sponsored and internally created scholarship funds) in accordance with the goals of the financial aid providers.

The guidelines for allocating scholarships are important forasmuch

1. they should be in accordance with the strategic orientation of the university and the development of its profile,
2. the provider of financial aid has high expectations regarding the positive image resulting from the sponsoring,
3. offering a scholarship opportunity also serves as a means for spreading information about the study programs and the university as a whole.

Three categories of scholarships are distinguished:

- Scholarships for outstanding academic achievements during the studies (outstanding achievement scholarship),
- Pre-educational Scholarships for students with outstanding educational or professional experience,
- Scholarships for applicants who, due to limited financial resources, cannot afford to pay for the studies (need-based scholarships and student loans),
- Scholarships provided by an investor for certain groups of applicants in line with the University's overall vision and strategic objectives.

Outstanding achievement and need-based scholarships are regarded as priorities for the positive development of the university. The interest of the scholarship sponsors are to be considered in any case. In accordance with internationally leading universities with longstanding experience in scholarship management, MODUL University Vienna sets long-term, general rules of conduct for itself in this area.

Starting in 2015/16, the Vienna Chamber of Commerce will offer scholarships for students showing a high potential for integration into the Austrian society. Indicators for proofing the high potential of integration into the Austrian society are the proficiency of German language and any form of pre-education someone has received in or about Austria. These types of scholarships are limited by numbers (see column "% of students") and will only be provided to students in any of the BBA, BSc, or MSc study programs.

WKW 'High potentials for Austria' Scholarships (in €)	***% of all students***	**2015/16**	**2016/17**	**2017/18**	**2018/19**	**2019/20**
BBA 3yrs	*30%*	3.000	6.000	9.000	13.000	17.000
BBA 4yrs	*10%*	5.000	9.000	14.000	18.000	24.000
BSc (3yrs)	*50%*	3.000	6.000	9.000	13.000	17.000
MSc (2yrs)	*50%*	3.000	3.000	3.000	3.000	3.000