



THE GLOBAL ALLIANCE IN MANAGEMENT EDUCATION

Study Guide

MSc International Management/CEMS

Wirtschaftsuniversität Wien
Vienna University of Economics and Business

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Welcome!

This study guide provides general information about how to get started in Vienna.
It is also filled with useful information about your Master in International Management/CEMS at
WU Wirtschaftsuniversität Wien.

Your CEMS Office,

Steffi Winterfeld, Jana Salot & Jana Kolenc

1. CEMS Team at WU

Whenever you need help the CEMS Office is here to assist!

Current Location:

Wirtschaftsuniversität Wien
Vienna University of Economics and Business
Welthandelsplatz 1, Building D 1, Level 3, A-1020 Vienna

Website: <http://www.wu.ac.at/cems/team>

E-mail: cems@wu.ac.at

1.1 Opening Hours:

During the semester

Tuesday	10:00 am to 11:00 am
Wednesday	14:00 pm to 16:00 pm
Thursday	10:00 am to 11:00 am

During vacations

Office hours will be announced regularly on the website and in the weekly newsletter.

1.2 CEMS Contacts

Jan Hendrik Fisch Academic Director

Email: jan.fisch@wu.ac.at
Phone: + 43-1-31336-5121



Jonas Puck Co-Academic Director

Email: jonas.puck@wu.ac.at
Phone: +43-1-31336-4318



Steffi Winterfeld Program Manager

Email: steffi.winterfeld@wu.ac.at

Phone: +43-1-31336-4311



Jana Salot Program Manager

Email: jana.salot@wu.ac.at

Phone: +43-1-31336-4311



Jana Kolenc Corporate Relations Manager

Email: jana.belochova@wu.ac.at
Phone: +43-1-31336-4785



2. Organisation of your Studies at WU

2.1 The Master in International Management/CEMS

The Master's Program in International Management / CEMS is offered in cooperation with the Global Alliance in Management Education – CEMS.

2.2 Tuition Fee

Please visit <http://www.wu.ac.at/students/en/org/tuition> to find out what fees you need to pay.
Please visit www.cems.org to find out what fees you need to pay.

2.3 Enrolment Process at WU

Enrolment at WU needs to be done at the Admissions Office – for further information please see 3.6.1 Admissions office (Studienzulassung). As soon as you have your Bachelor's diploma you can enrol for the MSc International Management/CEMS. The **deadline for enrolment** for the MSc International Management/CEMS at WU is **Sept. 12**, however, you are advised to register as early as possible in order to get access to all online services (described in chapter 3) such as the course catalogue and **WU course registration**, which starts at the **beginning of September** for the upcoming winter term.

However, the 2015/16 course catalogue can already be checked on [cems.org](http://www.cems.org) in the WU section. Please note that individual dates might still change.

2.4 General Information for Students

You have been selected to study the Master in International Management/CEMS.

MSc International Management/CEMS at WU is a double degree program. The one year CEMS degree is part of the MSc where we tried to achieve as tight integration as possible. For most of your studies you will actually not notice any difference between the CEMS and the local MSc requirements.

You have already been allocated for your exchange term to one of our partner universities. Depending on when you go on exchange you are in your "CEMS year". During this part of your studies you have to fulfil the requirements for your CEMS degree and therefore follow some rules which will be explained in this study guide. For further information on the CEMS degree, please refer to the official CEMS Student Guide which can be downloaded on [cems.org](http://www.cems.org) ([Curriculum; Student guide and other brochures](#)).

2.4.1 Students on Exchange in Spring Term 2016

Students going on exchange in spring term 2016 (term 2 of their studies) are in their "CEMS year" in academic year 2015/2016. They have to take care of fulfilling the CEMS regulations in this year. These students have to complete their Block Seminar in fall 2015.

2.4.2 Students on Exchange in Fall Term 2016

Students going on exchange in fall term 2016 (term 3 of their studies) are in their "CEMS year" in academic year 2016/2017. In academic year 2015/2016 they will focus on fulfilling the local MSc requirements. Their official "CEMS year" will start in fall 2016 with the Block Seminar.

2.5 Study Plans

2.5.1 Study Plan MSc International Management/CEMS

The 4-semester Master's Program in International Management / CEMS is made up of 120 ECTS credits. The master's thesis is worth 20 ECTS credits, the internship abroad is worth 4 ECTS credits, and the subjects of the Master's Program in International Management / CEMS account for the remaining 96 ECTS credits.

Subject/Course title	ECTS
Managing Globalization (compulsory introductory course)	5
Global Strategic Management	7,5
Global Marketing Management	7,5
Global Financial Management	7,5
Global Management Practice	7,5
Block Seminar 1	3
Block Seminar 2 Responsible Global Leadership Seminar	1
International Business Project	15
Skills Courses (3 ECTS):	
Business Communication Skills Course/ English	1
Skills Course I	0.5
Skills Course II	0.5
Skills Course III	0.5
Skills Course IV	0.5
Electives (at least 39 ECTS):	39
All elective courses must be associated with the following elective subjects*:	
<i>*Please note: At least one Regional Specific Course (Doing Business in XY) must be selected</i>	
1. International Environments	
2. Functional Courses with International Perspective	
3. International Industries	
4. International Markets	
Internship	4
Master Thesis	20

2.5.2 Study Plan CEMS

The workload of the **2-semester CEMS program** is **66 ECTS** in total. 66 out of these 66 ECTS are part of the 120 ECTS of the Master's program and need to be completed during the "CEMS year".

The 66 ECTS consist of 45 ECTS of courses, 15 ECTS Business Project, 3 ECTS Block Seminar, 1 ECTS Responsible Global Leadership Seminar, 1 ECTS Business Communication Skills Seminar and 1 ECTS Skills Seminar.

- During Term 1 of the "CEMS year", students have to successfully complete the Block Seminar, a CEMS Course in the field of Strategy and the Business Communication Skills Seminar.
- During Term 2 of the "CEMS year", students have to successfully complete the Responsible Global Leadership Seminar, the Business Project and a CEMS Course in the field of Global Management Practice (= formerly known as Cross Cultural Management at WU).

CEMS MIM YEAR					
Aug – Jan Term 1 – School 1		Feb – Jul Term 2 – School 2			Term 3 International Internship
3 ECTS	30 ECTS	1 ECTS	15 ECTS	15 ECTS	Min. 10 weeks
Block Seminar	Global Strategy and other CEMS courses	Responsible Global Leadership Seminar	Global Management Practice and other CEMS courses	Business Project	At any time during the graduate period of studies
	Business Communication Skill Seminars 1 ECTS	Skill Seminars 1 ECTS			
ONGOING LANGUAGE TRAINING AND TESTING					

For the possibility of a "transfer" of courses please see the [flexibility rule](#):

During your **CEMS year** you have to complete at least **24 ECTS per term** (and max. 37,5 ECTS), and **50 ECTS per year**. The Block Seminar, the Business Communication Skills Seminar, the Global Strategy Course, the Responsible Global Leadership Seminar, the Global Management Practice Course and the Business Project **MUST NOT** be completed outside of the CEMS year.

The internship as well as the Master thesis are not part of your CEMS workload. Therefore, these credits do not count towards the above mentioned minimum ECTS.

(Please note: The possibility of a research project as mentioned on the CEMS website does not apply at WU).

Your progress during your CEMS year will be recorded in the database on cems.org. Please get acquainted with your student's private zone: www.cems.org/cems-community/private-zones/student!

2.6 Explanation of Study Plan (Courses)

2.6.1 Core Courses

These courses are compulsory. We recommend that you take most core courses in the first two semesters of your studies. This will give you more time to concentrate on electives in semester 3 and 4. Also note that some electives build up on knowledge obtained in the core courses.

2.6.1.1 Managing Globalization

Globalization can be both an opportunity and a challenge. This course examines both traditional and current motivations for trade exchange. It provides an overview of challenges that multinationals face while operating in multiple political, regulatory and institutional environments. It also explores how multinationals respond to complex and demanding corporate social responsibility expectations of multiple stakeholders on the global scene.

Please note: EVERYONE has to take this course in fall 2015.

2.6.1.2 Global Strategic Management

This course identifies different competitive advantages on the global market. Students will examine the environmental and organizational factors that explain why some multinational companies thrive while similar organizations struggle, and analyze the internationalization processes and methods of multinational businesses as well as the associated risks. The course also covers different types of strategies, structures and roles from the perspectives of company headquarters and subsidiary managers.

Please note: all students doing their "CEMS year" in 2015/2016 have to take this course in the fall term 2015. Students doing their "CEMS year" in 2016/2017 have to do this course in the fall term 2016.

2.6.1.3 Global Marketing Management

In this course, students will learn to define the different and conflicting global forces that influence marketing issues. A multidisciplinary approach is taken, providing an overview of the most important global marketing decisions. The course analyzes the global market environment and addresses the questions of market assessment and selection. It also covers the designing of global market strategies for products and services, global pricing, communication and distribution options.

Please note: this course is ONLY offered in fall terms. Therefore, students doing their "CEMS year" in 2016/2017 have to do this course in the fall term 2015. However, we strongly recommend all students to take the course at the beginning of their studies in the fall term.

2.6.1.4 Multinational Financial Management

Financial decision making in the international arena is one of the most complex fields international managers have to deal with. This course covers the functioning of global capital markets, as well as the different legal and institutional frameworks involved in international finance. The importance of exchange rates and tax regulations in global decision-making will be evaluated. Finally, the course provides systematic analytical tools financial executives can use to develop expertise in assessing international finance opportunities.

2.6.1.5 Global Management Practice (formerly known as Cross Cultural Management at WU).

Companies need to train their executives for international assignments, negotiation and leadership. This course provides an overview of the importance of cross-cultural skills within the context of globalization. It examines how firms can successfully manage a workforce that is increasingly culturally diverse, both domestically and abroad. It provides a deeper understanding of the cultural roots of behavior in organizations and the impact of culture on management issues.

Please note: all students doing their "CEMS year" in 2015/2016 have to take this course in spring 2016 (during their exchange semester). Students doing their "CEMS year" in 2016/2017 have to do this course in the spring term 2017 (at WU Vienna).

2.6.2 Block Seminar 1

The one-week-long Block Seminars take place between August and October and are organized by each of the CEMS member schools. Block Seminars are academically and culturally intensive. Some schools offer seminars open to all CEMS students; thus, a transfer is possible, meaning that students may choose to participate in a different Block Seminar than the one their assigned home/host school is offering.

All information regarding the Block Seminar registration will be sent out to the respective students automatically and centralized by the CEMS Head Office in May.

Please note: all students doing their „CEMS year“ in 2015/2016 have to take this course in fall term 2015. Students doing their „CEMS year“ in 2016/2017 have to do this course in the fall term 2016 (during their exchange semester).

2.6.3 Block Seminar 2 Responsible Global Leadership Seminar

The Responsible Global Leadership Seminar (RGL) is a two-day course, which takes place at the beginning of Term 2 of the "CEMS year". The RGL Seminar brings together representatives of Corporate and/or Social partners, professors and students, for an experiential learning experience.

For both your WU and CEMS degree you will be awarded with 1 ECTS for this course.

Please note: all students doing their „CEMS year“ in 2015/2016 have to take this course in the spring term 2016 (during their exchange semester). Students doing their „CEMS year“ in 2016/2017 have to do this course in the spring term 2017 (at WU Vienna).

2.6.4 International Business Project

Both theoretical knowledge and interpersonal skills will be needed to solve a real-life business challenge in this course. This capstone project is designed to provide students with unique insights into corporate practice. International student teams solve a real business problem as part of a semester-long activity, tutored by faculty and in cooperation with a sponsoring company. The project typically investigates a specific challenge facing the multinational enterprise. Alternative, viable solutions are generated by the student teams and the optimum strategy is chosen. Students are expected to present their business projects to the companies involved.

Please note: all students doing their „CEMS year“ in 2015/2016 have to take this course in the spring term 2016 (during their exchange semester). Students doing their „CEMS year“ in 2016/2017 have to do this course in the spring term 2017 (at WU Vienna).

2.6.5 Internship

Internships provide students with real-life professional learning experience in integrating them into an organization's culture and processes. Their main objective is to turn academic experience and theoretical knowledge into professional, multi-cultural experience. Students must therefore be at the level of a graduate recruit in order to provide valuable business experience.



Requirements

Internships must cover a period of at least **10 consecutive weeks** full time in the same company.

Internships can take place at any time during the graduate period of studies (also prior to CEMS selection) except parallel to their studies during the two terms of the "CEMS year". This means that the internship **MUST NOT overlap** with any class in one's "CEMS year". Thus, it highly depends on the students' personal schedules and host school term dates when they will be able to do it.

The graduate period of studies is counted from the point of time **when all bachelor's degree requirements are fulfilled and confirmed** (thus the international internship can also be done between the end of the Bachelor's studies and the beginning of the Master's studies).

Internships have to be an intercultural experience and thus need to be carried out abroad.

For CEMS internships, "**abroad**" is defined as

- outside the country of the CEMS home institution

Should this be two or three different countries, the student is free to choose after consulting the Program Manager for advice.

Internships must be a full-time activity at **professional level** (first job level, although salaries may not be commensurate) where the student is given one or more challenging projects with a certain degree of autonomy. The student's work must be supervised by a tutor within the company. Students may work in different departments but must work on a given project. The company tutor has to fill out an evaluation form at the end of the internship.

Internships can take place at a CEMS corporate partner, although not on a compulsory basis. Internships can be done with a non-profit organization.

Internships must be approved by the home institution before the start. You can find the approval form in the download section of the CEMS forum on learn@WU.

In order to get the internship recognized you need the CEMS internship evaluation form, which can be found on cems.org and in the download section of the CEMS forum on learn@WU. Please note that you're obliged to deliver the original of the form, properly signed and stamped by the company representative.

2.6.6 Business Communication Skills Seminar

CEMS MIM students demonstrate mastery of the English language upon entry to the program. In addition, their written and especially oral skills are further developed through participation in the MIM program which is delivered in English. However, all stakeholders see the need for a CEMS graduate to be fluent not only in English, but also to understand and be able to apply „high-end“ communication skills in a specific business environment. This is the goal of the Business Communication Skills Seminar (BCSS). This Skills Seminar is compulsory for all students.

Please note: all students doing their „CEMS year“ in 2015/2016 have to take this course in the fall term 2015 (at WU Vienna). Students doing their „CEMS year“ in 2016/2017 have to do this course in the fall term 2016 (during their exchange semester).

2.6.7 Skills Seminars

These seminars help students develop the critical skills they need to operate successfully as international managers. They are held in cooperation with our business partners, such as A.T. Kearney, Unibail-Rodamco, L'Oréal and Procter & Gamble, to name just a few.

During your studies you have to complete four days of skills seminars worth 2 ECTS.

2.6.8 Electives

Our elective courses are divided into the following fields:

- International Environments
- Functional Courses with International Perspective
- International Industries
- International Markets

Please note: At least one Regional Specific Course (Doing Business in Asia, Doing Business in CEE, etc.) from the elective subject International Environments must be selected.

Apart from that restriction you are absolutely free to select your electives. Please visit <https://learn.wu.ac.at/vvz/> to see a list of all the electives offered here at WU.

2.6.9 Master Thesis

You will find a guide regarding the Master's Thesis in the **download section of the CEMS forum on learn@WU**. The thesis can be written at any point of studies. Usually, the thesis is finished during the last semester; however, this again depends on the personal schedule.

2.7 Sample – Class schedule

Depending on when you are doing your "CEMS year", please find a course schedule below. Please keep in mind: **this is only a suggestion**. There are a lot of other ways to plan your schedule!

We recommend that you do not to take courses worth more than 35 ECTS per term. HOWEVER, you have to keep in mind to obtain 66 ECTS during your „CEMS year“ (up to a certain degree you are allowed to take courses before or after your "CEMS year". Please see [flexibility rule](#)).

Please note: ECTS might differ at the host schools!

			Courses	ECTS/term	
1 st year					
	Term 1 (at WU)	(Sep-Dec)	Block Seminar	30	"CEMS year"
			Global Strategic Management		
			Business Communication Skills Seminar		
			Managing Globalization		
			Further Foundation Courses / Electives		
	Term 2 (abroad)	(Feb-Jun)	Responsible Global Leadership Seminar	30	
			Global Management Practice (equals Cross Cultural Management at WU)		
			International Business Project		
			Further Electives/Skills Seminars		
	Internship				
2 nd year					
Term 3 (at WU)	(Sep-Dec)	Further Foundation Courses / Electives	30	International Management/CEMS@WU	
		Skills Seminars			
Term 4 (at WU)	(Feb-Jun)	Electives/Skills Seminars	30		
		Master Thesis			

120 Total

Suggestion I ("CEMS year" as first year of studies)

			Courses	ECTS/term		
1 st year	Term 1 (at WU)	(Sep-Dec)	Managing Globalization	30	International Mgmt./CEMS@WU	
			Global Marketing Management			
			Further Foundation Courses / Electives			
			Skills Seminars			
	Term 2 (at WU)	(Feb-Jun)	Further Foundation Course/Electives/Skills Seminars	30		
Master Thesis						
Internship						
2 nd year	Term 3 (abroad)	(Sep-Jan)	Block Seminar	30		"CEMS year"
			Global Strategic Management			
			Business Communication Skills Seminar			
			Electives /Master Thesis /Skills Seminars			
	Term 4 (at WU)	(Feb-Jun)	Responsible Global Leadership Seminar	30		
			Global Management Practice (= Cross Cultural Management at WU)			
			International Business Project			
			Electives /Master Thesis /Skills Seminars			

120 Total

Suggestion II ("CEMS year" as second year of studies)

2.8 Languages

Regardless of central CEMS language requirements, WU International Management/CEMS students declare their native language and two foreign languages (during the application process).*

First foreign language:

Students whose native language is not English automatically declare English as their first foreign language. After the graduation, English language skills are documented by completion of the degree program held in English.

Second foreign language:

WU CEMS students have to prove their language and communication proficiency by taking the Test for CEMS Management and Business Communication, or MBC Test. Every CEMS School offers MBC tests, in order to find out which languages are offered please refer to [cems.org](https://www.cems.org). Central testing takes place twice per year in April/May and in September and consist of a written as well as an oral part. Dates and registration will be published on [cems.org](https://www.cems.org). Two re-sits are allowed per part of the exam. Please note that some CEMS schools offer CEMS accredited language courses which can substitute the MBC Test.

Other ways to prove second foreign language proficiency include:

- CEMS accredited language courses available for different languages at several schools at B2 or C1 level;
- Proof of secondary education / university degree in a foreign language;
- "External" language tests accredited by CEMS at a B2 level (such as "Goethe-Zertifikat" by the "Goethe Institut", or "Diplôme approfondi de langue française" i.e. DALF, by the Ministère de l'Éducation Nationale);
- A commercial language course at an elementary level from a CEMS accredited cultural institution (such as the "Goethe Institut" or "l'Alliance Française");
- A language course, elementary or higher level, taken at a CEMS school or EQUIS/AACSB accredited university.

* If you want to change your second foreign language, please contact the CEMS Office.

3. Studying at WU – All you need to know

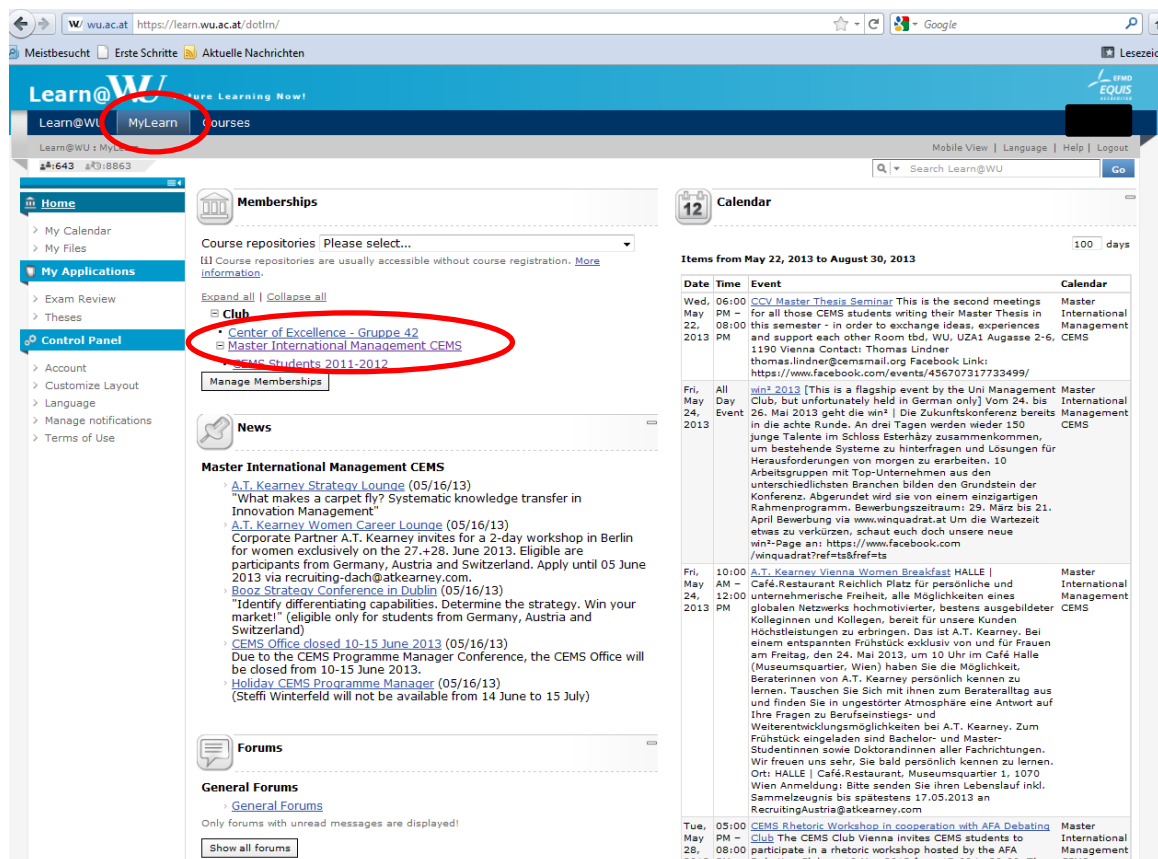
3.1 WU PowerNet and Learn@WU

Once you are enrolled for your MSc at WU, your personal **PowerNet account** will be created and you'll gain access to WU IT services, such as Learn@WU, the central e-learning platform where you can find all essential information about your studies at WU.

Learn@WU provides students the opportunity to find out about courses, access learning materials and connect with peers. Also all old and current course catalogues per semester can be found online on Learn@WU before course registration period starts.

On your **personal MyLearn**, you will see the schedule of your courses taken once you have registered for them via **LPIS**, as well as the electronic class and examination information system of WU that offers a wide variety of functions, such as registration and deregistration for classes and examinations.

Another feature on the Learn@WU platform is the "Club membership" – on MyLearn, all of you will have access to the CEMS forum where links to all important topics and the CEMS download section, the event calendar (CEMS Office and CEMS Club events etc.) as well as all contact details can be found.



The screenshot displays the Learn@WU platform interface. The top navigation bar includes links for 'Learn@WU', 'MyLearn', and 'Courses'. The left sidebar contains a 'Control Panel' with various options, and the 'Club' link is highlighted with a red circle. The main content area is divided into several sections: 'Memberships' with a list of course repositories, 'News' with several announcements, and 'Forums' with a link to 'General Forums'. On the right side, there is a 'Calendar' section showing events from May 22, 2013, to August 30, 2013. The calendar lists several events, including 'CCV Master Thesis Seminar', 'win* 2013', 'A.T. Kearney Vienna Women Breakfast', and 'CEMS Rhetoric Workshop'.

Last but not least, the **PowerNet Controlpanel** is the platform where you can change all settings for your personal accounts, such as the WU e-mail account. Since all information concerning your MSc studies will be sent to that e-mail address and NOT the cemsmail.org, we strongly recommend you to set up the e-mail forwarding!

The e-mail forwarding can be done in your PowerNet account via the following link:

<https://controlpanel.wu-wien.ac.at/forward.php>

The PowerNet Controlpanel is also offering connection to another online interface where you can easily re-register online, pay your tuition fee or print your confirmation of enrolment, an evidence of courses taken, grades and your current GPA.

Important links:

Learn@WU: <https://learn.wu.ac.at/>

LPIS Course Registration: <http://www.wu.ac.at/wuw/for/students/org/lpis/en/login>

Control Panel: <https://controlpanel.wu-wien.ac.at/>

3.2 Course Registration – How to register for classes

How to find classes?

Go to the WU website (you can change the language to English by clicking on the British flag): www.wu.ac.at and go to "Quick Links" (bottom right of the website)

Here you will find the course catalogue (go to Master Programs – Master International Management/CEMS) as well as "LPIS" – the Course and examination registration access portal.

Usually the course catalogue goes online in mid-July/mid-January. Registration starts in September/February. Dates are indicated in the course catalogue next to the course description.

How to register?

Registration will start at **2 pm** sharp, based on the **first-come, first-serve principle**, spots are allocated. The available spots are usually filled **WITHIN MINUTES, IF NOT SECONDS**, so in your own interest make sure to register at 2:00 pm exactly.

3.3 Re-registration at WU

Payment of your tuition fees / Student Union fees signifies your intention to continue your studies in the current semester. This payment, or re-registration, must be made each semester during the general enrolment period or the extended enrolment period.

PLEASE NOTE: If you have not re-registered by the end of the extended re-registration period, you will be automatically unrolled from your degree program. You will NOT be able to take any further examinations, submit recognition applications, etc.

You find your registration status here: <https://bach.wu.ac.at/z/stud/rueckmeldestatus>

3.4 Scholarships at WU

WU awards both merit-based and need-based scholarship grants, but not tuition grants. Tuitions grants are provided by the [Austrian Study Grant Authority](#).

Merit-based scholarships are granted annually to students with an outstanding academic record and are intended to recognize and reward exceptional performance.

Information on application requirements, the necessary documents and application periods can be found in the call for applications and in the Guidelines. Should you have any further questions, please contact the [Study Regulations Office](#).



3.5 New WU Campus

The new **campus** is located in **Vienna's 2nd district at Südportalstraße/Rotundenplatz**, in the immediate vicinity of Neue Messe Wien (Vienna's new exhibition centre) and the Prater.

How can the Campus WU be reached by public transport?

The **Messe Prater** and **Krieau stations** of **U2 subway** line are located in its immediate vicinity. The Praterstern transport hub (rapid transit rail station, U1/U2 underground stations, tram and bus stops) is a 15 minute-walk away along Prater Hauptallee. The Prater Hauptallee terminal of tram line 1 is within 7 minutes walking distance.

3.6 Other important WU offices

3.6.1 Admissions Office (Studienzulassung)

Location: Building LC, Level 2
Welthandelsplatz 1
1020 Vienna

Website: <http://www.wu.ac.at/structure/servicecenters/studies>

Services and Responsibilities:

- [Admission of Austrian and non-Austrian students](#);
- Student IDs (first-time issuing, duplicates in case of loss, theft or card defect);
- Changing personal data (name changes or change of address);
- [Tuition fees](#) (fee calculation and notification, exemptions, tuition fee reimbursements);
- [Leave of absence](#)

3.6.2 Study Regulations Office (Studienrecht)

Location: Study Service Center
Building LC, Level +2
Welthandelsplatz 1

Website: <http://www.wu.ac.at/structure/servicecenters/regulations>

Services and Responsibilities:

- Recognition of courses completed abroad:
<http://www.wu.ac.at/students/org/recognition/>;
- Online application **for pre-recognition** (Online-Antrag Vorausbescheid) before you go abroad.

NB: All courses, skills seminars, block seminars... completed at a CEMS Partner university have to be accredited via Study Regulations Office!

3.6.3 Teaching Coordination and Examinations Office (Prüfungsorganisation)

Location Study Service Center / Examinations Office
Learning Center (LC), Level +2
Welthandelsplatz 1

Website: <http://www.wu.ac.at/structure/en/servicecenters/exams>

Services and Responsibilities:

- Assistance in all study-related matters (Bachelor's, Diploma, and Master's studies);
- Organization of examinations (for example examination plans, large scale exams, subject examinations, individual exams, no show-policy);
- Completion of studies.

3.6.4 International Office (Zentrum für Auslandsstudien – ZAS)

Location: Welthandelsplatz 1
Library and Learning Center (LC),
Level 4

Website: www.wu.ac.at/io/en

Services and Responsibilities:

- **Consultation and services** for studying abroad, exchange semesters, internships or summer universities;
- Consultation and services regarding **scholarships**.

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