



GLOBAL BUSINESS PROGRAM
COURSE SYLLABI
SUMMER SEMESTER 2018

FH | JOANNEUM
Management internationaler
Geschäftsprozesse

Timetable

1	26.02.-02.03.	Doing business in the emerging market of Russia: experience, developments and trends	Alexander Boldyrikhin
2	05.03.-09.03.	Project Management-a Practical Approach	Aela Ajdinovic
3	12.03.-16.03.	International Business Law	Doris Kiendl
	19.03.-23.03.	STUDY WEEK	STUDY WEEK
4	09.04 -13.04.	Information Technology for International Business	Richard McAndrew
4	16.04.-20.04.	Information Technology for International Business	Richard McAndrew
5	23.04.-27.04.	Organisational Behaviour	Otmar Varela
6	30.04 -04.05.*	Strategies in Emerging Markets	Rahul Singh
6	07.05.-11.05.*	Strategies in Emerging Markets	Rahul Singh
7	14.05.-18.05.	Supply Chain Management	Michael Richter
3	21.05.-25.05.*	International Business Law	TBA
8	28.05.-01.06.*	International Marketing	Hildegard Liebl
8	04.06.-08.06.	International Marketing	TBA
9	11.06.-15.06.**	Rationality, Choices and Decisions	Wolfgang Granigg
9	18.06.-22.06.**	Rationality, Choices and Decisions	Wolfgang Granigg
10	25.06.-29.06.	Introduction to Controlling as a Management Funtion	Norbert Faix

* BH Bank Holiday

** no class on Friday

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Module 1: Doing Business in the emerging market of Russia: experience, development & trends

Course title:	Doing Business in the emerging market of Russia: experience, development & trends
Semester:	Summer term 2018
Credits:	2,5 ECTS
Class dates:	26.02 - 02.03
Class times:	9 am – 1 pm daily
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

Name:	Alexander A. Boldyrikhin, Ph.D.
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Email:	alex.bold.global@gmail.com
Office location:	Institute of Information Management
Office hours:	on appointment
Web (if available):	www.inter-action.ru

Instructor Bio

Mr. Alexander A. Boldyrikhin has been working in international projects area since 2006. He holds a Ph.D. in Political Sciences from Voronezh State University, Russia. He is actively engaged in international business and academic affairs and has worked for an OSCE mission in Russian Federation.

Mr. Boldyrikhin is a co-founder and a CEO of the Inter Action Project that deals with accommodation and support of foreign delegations to Russia alongside with providing a wide range of interpretation and transportation services.

Alexander teaches International Strategic Management, Cross-Cultural Management, International Business Communications and Public Speaking in Voronezh State University, lectured at FH JOANNEUM and University of Leuven, Belgium as a visiting teacher and was an online lecturer for the University of Sorocaba, Brazil. At the Department of International Relations of VSU Alexander is also engaged as the Deputy Head of International Relations Office and International Projects Coordinator.

Course Pre-requisites, Co-requisites, and/or Other Restrictions

General knowledge about business essentials and emerging markets basics.

Course Description

Russia is a very specific country with a very young history of market economy which many researchers call emerging. However, it has been more than 25 years of unleashed, aggressive capitalism and business opportunities after the USSR became the Russian Federation.

In detail the course covers the following topics:

Early history of small business in Russia in the 1990's / Russia as an emerging market / Understanding oligarchs and their roots / Small business development in 2000's and the new emerging economy / Shadow economy and its role in Russia / Russian integration into the global business system / Transformation of the perception of Russia in the Western business community / Sanctions and their influence on business processes. Russia in the WTO / International trade law in Russia / Doing business in BRICS and CIS / Investment climate and FDI in Russia / Taxation and foreign business / Role of foreign companies in Russia / Mergers and acquisitions / Politics and business / State support for the small business: pros and contras / Business experience in real life: how we do it / B2B in Russia / Advertising in Russia / Selling services / Business challenges in the emerging market

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings
1		Introduction and eLearning Assignment. Early history of small business in Russia in the 1990's. Russia as an emerging market. Understanding oligarchs and their roots. Small business development in 2000's and the new emerging economy. Shadow economy and its role in Russia.	Relevant chapter in the course literature, literature distributed on Moodle (online learning platform)
2		Russian integration into the global business system. Transformation of the perception of Russia in the Western business	Relevant chapter in the course literature, literature distributed on Moodle (online learning platform)

		community. Sanctions and their influence on business processes. Russia in the WTO. International trade law in Russia. Doing business in BRICS and CIS.	
3		Investment climate and FDI in Russia. Taxation and foreign business. Mergers and acquisitions. Politics and business. State support for the small business: pros and contras.	Relevant chapter in the course literature, literature distributed on Moodle (online learning platform)
4		Business experience in real life: how we do it. B2B in Russia. Advertising in Russia. Selling services. Business challenges in the emerging market.	Relevant chapter in the course literature, literature distributed on Moodle (online learning platform)
5		Written Test	Relevant chapter in the course literature, literature distributed on Moodle (online learning platform)

**(please make use of this format)*

Student Learning Objectives/Outcomes

The objective of this course is to introduce students to the special features of business in the emerging market of Russia with an emphasis on understanding its role and place in the global business system.

After successful conclusion students will

- 1) know the main practical frameworks of doing business in Russia,
 - 2) be able to understand the processes and challenges that are going within the Russian business system,
 - 3) have experienced business cases from real companies working in the Russian market.
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Teaching Approach

Teaching would be conducted through the series of lectures with integrated business cases and written test at the final day of the course.

Required Textbooks and Materials

Mandatory literature:

- 1) Doing business 2017: Russian Federation. World Bank Group Report.
 - 2) Doing Business in Russia 2017 Reports by EY, Deloitte and KPMG.
 - 3) Russia: Investment and Business Guide (2015). Vol. 1. Strategic and Practical Information. International Business Publications.
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Suggested/Additional Course Materials

- 4) Zhuplev A. (2016). Doing Business in Russia: A Concise Guide. Business Expert Press.
- 5) O'Neal M. (2015). Democracy, Civic Culture and Small Business in Russia's Regions: Social Processes in Comparative Historical Perspective. Routledge, Chapters 1, 2, 8.
- 6) Adachi Y. (2013). Building Big Business in Russia: The Impact of Informal Corporate Governance Practices. Routledge, New York.
- 7) Asefeso A. (2013). CEO Guide to Doing Business in Russia. AA Global Sourcing Ltd.
- 8) Gamble W.B. (2011). Investing in Emerging Markets: The Rules of the Game. Apress, Chapters 1, 5, 8.
- 9) Marr J., Reynard C. (2010). Investing in Emerging Markets: The BRIC Economies and Beyond. John Wiley & Sons, Chapter 4.5.
- 10) Broadman H. G. (2002). Unleashing Russia's Business Potential: Lessons from the Regions for Building Market Institutions. World Bank Publications.

Additional material as provided by the lecturer.

Assessment, Assignments & Academic Calendar

Assessment: One written test (at the end of the week) to test the theoretical knowledge (single and multiple choice questions) and the ability to apply this knowledge in essays and/or case studies.

Classroom participation (above average participation can tip the scale if between two grades).

Topics: All topics covered by the course

Written Assignments (if any): Test

Due Date:

Test Date:

Grading Policy

(including percentages for assignments and its weighting, grade scale, etc.)

%			
	numeric	German	English
100 - 93	1	Sehr Gut	Excellent
92-85	2	Gut	Good
84-71	3	Befriedigend	Satisfactory
70-61	4	Genuegend	Sufficient
60-0	5	Nicht genuegend	Failed

Assesment*	Points
Written Test (week 1)	
Understanding the material of the course	50
Use of supporting facts and figures	30
Logical structure of answers	20
Total points	100

(*please indicate the assessment components and its weighting in points)

Course & Instructor Policies

Make-up exams: according to the examination rules of FH JOANNEUM, students are eligible to take a make-up exam

Extra credit: not possible

Class attendance: mandatory attendance of 80%

Late work:

Document upload and naming conventions*:

(if any, especially by using the e-learning platform <https://virtueller-campus.fh-joanneum.at/start/en/index.html>)

Course Evaluation

According to the policy of the Institute of International Management at FH JOANNEUM, after the course completion each course has to be evaluated by the students: <https://actions.fh-joanneum.at/login.do?locale=en>

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor and according to the Examination Rules of FH JOANNEUM, University of Applied Sciences.

Module 2: Project Management – a Practical Approach

Course title:	Project Management – a Practical Approach
Semester:	Summer term 2018
Credits:	2,5 ECTS
Class dates:	05.03 – 09.03
Class times:	9 am – 1 pm daily
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

Name: Aela Ajdinovic

Phone number:

Email:

Office location: Institute of International Management , Campus A, 4th floor

Instructor Bio

EDUCATION AND TRAINING

- 01/10/2017 Master of Arts in Linguistics, English Language and Literature EQF level 7 University of Sarajevo, Faculty of Philosophy, Sarajevo (Bosnia and Herzegovina)
- 2004–2011 Graduate Professor of English Language and Literature EQF level 6 University of Sarajevo, Faculty of Philosophy, Sarajevo (Bosnia and Herzegovina)

WORK EXPERIENCE

- 20/02/2015–Present
International Cooperation Officer University of Sarajevo, Faculty of Sport and Physical Education, Sarajevo (Bosnia and Herzegovina)

Project Management:

- *Drafting the project proposal for Erasmus + Sport: Sport against Violence and Exclusion - SAVE (approved for funding)*
- *National project Coordinator (Faculty of Sport and Physical Education, University of Sarajevo) for the SAVE project implementation*
- *Administrator for the project "Social Inclusion Opportunities - MATCH" implemented under the Erasmus + Sport programme*
- *Administrator for the project "Athletes learning entrepreneurship - a new type of dual career approach - AtLETyC" implemented under the Erasmus + Sport programme*
- *Administrator for the project " How to lead a sport club to a successful future - SportGo" implemented under the Erasmus + Sport programme*
- *Drafting the Project Proposal for Erasmus + Capacity Building: Competences in Sport - CIS (not approved for funding)*
- *Drafting the Project Proposal for IPA Cross Border Cooperation BiH - Montenegro - Sport*
- *Entrepreneurship and Physical Education Career Center - SPECC (not approved for funding)*

Administrative Position:

- *Expert, administrative and technical work in the field of International Cooperation*
 - *Expert, administrative and technical work in the field of Quality Assurance*
 - *Administrative and technical work in the field of University teacher mobility*
 - *Administrative and technical work in the field of student mobility*
 - *International Cooperation correspondence officer and the main contact person*
 - *Expert, administrative and technical work the field of International project management*
 - *Research and analysis of possible project funding schemes*
 - *Preparation, drafting and submission of International project proposals in the field of Higher Education and Sport*
 - *Expert, administrative and technical work in International project implementation*
 - *Preparation and drafting of Interim and Final project implementation reports*
 - *Expert, administrative and technical work for the organization and implementation of International and domestic Symposiums/Conferences/Workshops and Seminars*
 - *Written translation and interpretation for the Faculty's Management*
 - *Simultaneous translation and interpretation for the Faculty's Management*
 - *Public Relations Officer for the International Cooperation Office*
 - *Preparing and drafting media advisory and press release for the Faculty's Management*
 - *Preparing and drafting web related articles for the Official Faculty's web page*
 - *Preparing and drafting Interim and Final International Cooperation reports on behalf of the Faculty's Management*
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Course Pre-requisites, Co-requisites, and/or Other Restrictions

Course Description

Project Management – Practical approach is designed so as to introduce the basic concepts of project management emphasizing their applicability in regards to developing a specific set of skills among University students, which would prepare them and assist them in their ability to better function in any industry upon their graduation and also offering them an insight into the diversity of their potential careers.

The content of the course will be based on theoretical background (in the proportion necessary to understand the basics of project management), focusing mostly on introducing different case studies and practical examples after each session/topic.

Apart from the technical skills necessary for the effective writing, submitting and implementation of projects, the course will likewise focus on soft skills which students need

to develop or further polish, such as communication, interpersonal skills, time management, decision making, creativity, team work, etc.

This course (in its essence a project itself) will start with the basics, such as foundations of project management, describing the value of creativity, idea and vision behind every project, and will exhibit some of the main drivers of project management. The introductory section will slowly move on to the people working in projects, introducing some of the most valuable skills, which the students will need to recognize by themselves, working out the assignments based on the practical examples. At the next level, some of the core concepts of projects will be introduced linking the skills and competencies already described and further expanding the area of the project requirements, leading to a successful project proposal. The final two sessions/topics will mostly be based on the practical approach and a number of case studies and examples, emphasizing the characteristics of projects' unpredictabilities and a proper time and risk management benefits.

The main aim of this Course is to offer an insight into an overall applicability of project management principles in any industry or sphere of business, its effective development and sharpening of skills, necessary for people working in projects, but likewise a very effective tools for a successful operation of any business.

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings
1	05.03.2018.	<p>1. Foundations of Project Management</p> <p>1.1 Creativity, Idea and Vision – a start of every project</p> <p>1.2 Project Phases and Project Lifecycle</p> <p>1.3 SMART projects</p>	<p>Roel Grit, Project Management: <i>A Practical Approach</i> (Third Edition), Groningen, The Netherlands: Routledge, 2011.</p> <p>Project Management Institute. (2004). <i>A guide to the project management body of knowledge (PMBOK guide)</i>. Newtown Square, Pa: Project Management Institute.</p> <p>Rađo Izet, Mujkić Dino: <i>Project Management – From Idea to Realisation</i>, Sarajevo, Bosnia and Herzegovina: Faculty of Sport and</p>

			Physical Education University of Sarajevo, 2017 Instructor's practical examples and case studies
2	06.03.2018.	<p>2. Project Teams and Their Environment</p> <p>2.1 Project team "by the people, for the people"</p> <p>2.2 Project manager, teambuilding and motivation</p> <p>2.3. Core skills: creativity, communications, interpersonal skills, time management, making decisions</p> <p>2.4. Projects, contexts and cultural differences</p>	<p>Roel Grit, <i>Project Management: A Practical Approach</i> (Third Edition), Groningen, The Netherlands: Routledge, 2011.</p> <p>Project Management Institute. (2004). <i>A guide to the project management body of knowledge (PMBOK guide)</i>. Newtown Square, Pa: Project Management Institute.</p> <p>Rađo Izet, Mujkić Dino: <i>Project Management – From Idea to Realisation</i>, Sarajevo, Bosnia and Herzegovina: Faculty of Sport and Physical Education University of Sarajevo, 2017</p> <p>Goleman, D. (1995). <i>Emotional intelligence</i>. New York: Bantam Books</p> <p>Instructor's practical examples and case studies</p>
3	07.03.2018.	<p>3. Plan your project</p> <p>3.1 Project proposal</p> <p>3.2. Stakeholders , target groups, beneficiaries, project based community</p> <p>3.3. Project aims and/vs. results</p>	<p>Roel Grit, <i>Project Management: A Practical Approach</i> (Third Edition), Groningen, The Netherlands: Routledge, 2011.</p> <p>Project Management Institute. (2004). <i>A guide to the project management body of knowledge</i></p>

		<p>3.4 Costs and benefits – the true value of projects</p> <p>3.5. Dissemination: why, when and how</p> <p>3.6 When is project completed, the issue of sustainability</p> <p>3.7 Evaluation and monitoring – assuring quality</p>	<p>(PMBOK guide). Newtown Square, Pa: Project Management Institute.</p> <p>Radó Izet, Mujkić Dino: <i>Project Management – From Idea to Realisation</i>, Sarajevo, Bosnia and Herzegovina: Faculty of Sport and Physical Education University of Sarajevo, 2017</p> <p>Instructor’s practical examples and case studies</p>
4	08.03.2018.	<p>4. Project implementation</p> <p>4.1. Planning and GANTT chart</p> <p>4.2. Project activities and/vs. added value</p> <p>4.3 Time management – survival project guide</p> <p>4.4 Project risks and how to manage them</p> <p>4.5 When projects fail, and how to recognize the first signs?</p>	<p>Roel Grit, <i>Project Management: A Practical Approach</i> (Third Edition), Groningen, The Netherlands: Routledge, 2011.</p> <p>Project Management Institute. (2004). <i>A guide to the project management body of knowledge (PMBOK guide)</i>. Newtown Square, Pa: Project Management Institute.</p> <p>Radó Izet, Mujkić Dino: <i>Project Management – From Idea to Realisation</i>, Sarajevo, Bosnia and Herzegovina: Faculty of Sport and Physical Education University of Sarajevo, 2017</p> <p>Instructor’s practical examples and case studies</p>
5	09.03.2018.	<p>5. Reporting</p> <p>5.1. Reporting, a whole project based activity</p> <p>5.2 Narrative and financial reporting structure</p>	<p>Roel Grit, <i>Project Management: A Practical Approach</i> (Third Edition), Groningen, The Netherlands: Routledge, 2011.</p>

		5.3. Successful projects	<p>Project Management Institute. (2004). <i>A guide to the project management body of knowledge (PMBOK guide)</i>. Newtown Square, Pa: Project Management Institute.</p> <p>Rađo Izet, Mujkić Dino: <i>Project Management – From Idea to Realisation</i>, Sarajevo, Bosnia and Herzegovina: Faculty of Sport and Physical Education University of Sarajevo, 2017</p> <p>Instructor’s practical examples and case studies</p>
6			
7			
8			
9			
10			

*(please make use of this format)

Student Learning Objectives/Outcomes

1. *Understand the Importance of Project Management and summarize the components of the PM system and the processes that are considered essential to any project*
2. *Describe the project phases that make up a typical project, and describe typical PM process documentation*
3. *Understand the skills required for a successful project team and their interaction in different cultural contexts*

4. *Demonstrate basic knowledge in project proposal drafting, with an understanding of Project Proposal main components*
 5. *Demonstrate knowledge in project implementation process essential to any project*
 6. *Identify potential project risks and demonstrate basic knowledge in managing them*
 7. *Identify the main components of reporting essential to any project*
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Teaching Approach

The teaching approach is primarily lecture based. However there will be opportunities for group discussion of various case studies throughout the course.

Required Textbooks and Materials

Project Management Institute. (2004). *A guide to the project management body of knowledge (PMBOK guide)*. Newtown Square, Pa: Project Management Institute.

Suggested/Additional Course Materials

Roel Grit, *Project Management: A Practical Approach* (Third Edition), Groningen, The Netherlands: Routledge, 2011.

Assessment, Assignments & Academic Calendar

Grading Policy

(including percentages for assignments and its weighting, grade scale, etc.)

%			
	numeric	German	English
100 - 93	1	Sehr Gut	Excellent
92-85	2	Gut	Good
84-71	3	Befriedigend	Satisfactory
70-61	4	Genuegend	Sufficient
60-0	5	Nicht genuegend	Failed

Assesment*	Points
total points	

(*please indicate the assessment components and its weighting in points)

Course & Instructor Policies

Make-up exams: according to the examination rules of FH JOANNEUM, students are eligible to take a make-up exam

Extra credit: not possible

Class attendance: mandatory attendance of 80%

Late work:

Document upload and naming conventions*:

(if any, especially by using the e-learning platform <https://virtueller-campus.fh-joanneum.at/start/en/index.html>)

Course Evaluation

According to the policy of the Institute of International Management at FH JOANNEUM, after the course completion each course has to be evaluated by the students: <https://actions.fh-joanneum.at/login.do?locale=en>

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor and according to the Examination Rules of FH JOANNEUM, University of Applied Sciences.

Module 3: International Business Law

Course title:	International Business Law
Semester:	Summer Term 2018
Credits:	5 ECTS
Class dates:	12.03. – 16.03. + 21.05. – 25.05
Class times:	9 am – 1 pm daily
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

Name: Prof. Dr. Doris Kiendl
Phone number:
Email:
Office location: Institute of International Management

Office hours:

Instructor Bio

Doris Kiendl is Chair of the Degree Programs on International Management at FH JOANNEUM University of Applied Sciences in Graz, Austria. In this capacity, she is responsible for curriculum development, quality assurance in teaching, R&D and HR in the department. Doris Kiendl has obtained a diploma and PhD in law from Karl Franzens University Graz, Austria and a Master diploma in International Comparative Law from the European University Institute in Florence, Italy. She has published numerous articles on EU business law and university management and she has served as lecturer in EU law and international business law in several universities in Austria, U.S.A. and Australia

Course Pre-requisites, Co-requisites, and/or Other Restrictions

None

Course Description

The aim of the course is to give the student a sound understanding of the legal framework of international business and to provide a comprehensive introduction to International Business Law.

Overview of Topics and Schedule of Topics and Activities*

Week 1: European Perspective

European Union Law: The legal framework

EU Institutions: Law making and enforcement in the European Union

The EU Common Market: Free Movement of Goods, Services and Persons

European Competition Law

Week 2: Global Perspective

Legal Cultures in the world

Common Law tradition – Civil Law tradition

International Jurisdiction

Conflict of Laws

International Sales Contracts

Student Learning Objectives/Outcomes

Upon completion of this course, the students will be able to solve simple cases on European and international business law.

Students will be able to identify the relevant legal issues in international transactions.

Students will know how EU law is created and enforced.

Students will be familiar with the powers of the EU institutions and the checks and balances in the European Union.

Students will know the basics of European competition law.

Required Textbooks and Materials

Suggested/Additional Course Materials

Grading Policy

%			
	numeric	German	English
100 - 93	1	Sehr Gut	Excellent
92-85	2	Gut	Good
84-71	3	Befriedigend	Satisfactory
70-61	4	Genügend	Sufficient
60-0	5	Nicht Genügend	Failed

Course & Instructor Policies

Make-up exams: according to the examination rules of FH JOANNEUM, students are eligible to take a make-up exam

Extra credit: not possible

Class attendance: mandatory attendance of 80%

Late work:

(if any, especially by using the e-learning platform <https://virtueller-campus.fh-joanneum.at/start/en/index.html>)

Course Evaluation

According to the policy of the Institute of International Management at FH JOANNEUM, after the course completion each course is to evaluate by the students: <https://actions.fh-joanneum.at/login.do?locale=en>

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor and according to the Examination Rules of FH JOANNEUM, University of Applied Sciences.

Module 4: Information Technology for International Business

Course title:	Information Technology for International Business
Semester:	Summer Term 2018
Credits:	5 ECTS
Class dates:	09.04. – 13.04 & 16.04. – 20.04.
Class times:	9 am – 1 pm daily
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

Name: Richard McAndrew

Phone number: USACell 808-281-7399

Email: mcandrew@clunet.edu

Office location: *Institute of International Management
Campus A, 4th floor*

Office hours: TBA

Instructor Bio

Mr. McAndrew, Executive-in-Residence at California Lutheran University (CLU) has been providing technology and leadership education for over 20 years. In 1995, he designed CLU's Information Technology Management Program for the graduate School of Business. Additionally, for over 10 years Richard has been adjunct faculty at FH Joanneum University in Graz Austria and INSEEC University in Lyon France where he lectures in both International Business, International Negotiations, HR Leadership and Information Technology at the graduate and undergraduate level.

Prior to CLU, Richard spent 11 years at Dun & Bradstreet Software (DBS) as a Vice President and Regional Manager. DBS provides Global Enterprise Application solutions to Fortune 1000 companies. His responsibilities included sales, professional services, implementation support & operations. During Richard's technology career he has had responsibilities for over 400 large-scale software implementations for major global corporations.

Course Pre-requisites, Co-requisites, and/or Other Restrictions

None required

Course Description

In today's dynamic and competitive economy, the ability of an enterprise to effectively leverage existing and emerging information technology is a critical success factor in gaining and sustaining a strategic advantage. The focus of this class is a "business" view of Information technology. The course presents management concepts that lead to an understanding of information technology and its role within the enterprise. The challenges of transitioning from legacy technology and business practices to new technology and reengineered business practices will be examined. The course also reviews how to build consensus amongst business and technology professionals using modern approaches to strategic planning, business process reengineering and system development. Utilizing case studies, the student will apply theory and practice.

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings
1	April 9	<ul style="list-style-type: none"> Harvard Business Review: Does I.T. Matter? Examine I.T. Leadership in a Digital Economy. Examine I.T "The Great Enabler". Create Teams & Assign Topics 	Case: Kodak vs Fujifilm Article: CIO Agenda 2015
2	April 10	<ul style="list-style-type: none"> Describe the CIO Agenda & I.T. Complexity Examine Systems Development Lifecycle & Agile Methods Describe Project Management Office. 	Article: Why PMO Article: To Customize or Not
3	April 11	<ul style="list-style-type: none"> Examine Business Process Modeling Team Exercise: Dataflow Diagrams. 	Article: Reengineering Revisited
4	April 12	<ul style="list-style-type: none"> Describe Application Architecture Analyze The Digital Divide Team Exercise: Country I.T. Assessment 	The Global Information Technology Report 2015
5	April 13	<ul style="list-style-type: none"> Describe Database Technology Team Exercise: Data Modeling Quiz 	The Global Information Technology Report 2015
6	April 16	<ul style="list-style-type: none"> Examine I.T. Adoption & Diffusion Team Exercise: WBI Case Study 	WBI Case Study

7	April 17	<ul style="list-style-type: none"> Examine Enterprise Applications-ERP. Examine Enterprise Applications-CRM. 	CIO Mag ABC's of CRM CIO Mag ABC's of ERP
8	April 18	<ul style="list-style-type: none"> Examine Business Intelligence Describe Business Process Reengineering Team Article Review Presentations 	CIO Mag ABC's of BI Business Process Reengineering Revisited
9	April 19	<ul style="list-style-type: none"> Cloud Computing Enterprise Application Integration Team Article Review Presentations 	CIO Mag Cloud Computing
10	April 20	Team Exercise: Lessons Learned Course review and final exam	

Student Learning Objectives/Outcomes

1. To be knowledgeable about IT organizational structures and the role of the CIO.
2. Investigate the critical roles & relationships between business & I.T.
3. To be able to understand the role of information technology in the design of new streamlined business processes.
4. To provide an understanding of the methods employed to successfully design, build and implement information systems that support the enterprise.
5. To examine and practice methods for the collaborative design of business solutions.
6. To be able to understand various application & integration architectures.
7. To understand the nature and structure of business data that can provide critical information for strategic and tactical decision making.

Teaching Approach

Student centered, inquiry based learning and teaching approaches including lectures, self-directed learning, team case studies, student/team Presentation, and team collaboration of I.T. Solution Designs for business process abstracts.

Required Textbooks and Materials

1. World Economic Forum: **Global Information Technology Report 2017**, INSEAD University Publishing 2017

Suggested/Additional Course Materials

To be provided during class sessions

Assessment, Assignments & Academic Calendar

Assessment:

Team Collaboration & Design: Process Design April 11, 2018

Team Collaboration & Design: Data Model April 13, 2018

Team Case Analysis: WBI Case April 16, 2018

Team Presentations: Emerging Technologies due class April 18 & 19, 2018

Written Assignments: CEO Recommendation due in class April 18, 2018

Quiz Date: April 13, 2018

Exam Date: April 20, 2018

Grading Policy

%			
	numeric	German	English
100 - 93	1	Sehr Gut	Excellent
92-85	2	Gut	Good
84-71	3	Befriedigend	Satisfactory
70-61	4	Genuegend	Sufficient
60-0	5	Nicht genuegend	Failed

Assesment	Points
Team Article Review	20
Team Activity: Data Process Design	5
Team Activity: Data Modeling	5
Team Activity: Country Assessment	5
Team Activity:WBI Case Study	5
Essay: CEO Recommendation	20
Quiz	5
Final Exam	30
Attendance & Participation	5
Total Points	100

Course & Instructor Policies

Make-up exams: according to the examination rules of FH JOANNEUM, students are eligible to take a make-up exam

Extra credit: not possible

Class attendance: mandatory attendance of 80%

Late work: 1-4 days late automatic 25% point reduction, After 4 days work not accepted.

Document upload and naming conventions*:

(if any, especially by using the e-learning platform <https://virtueller-campus.fh-joanneum.at/start/en/index.html>)

Course Evaluation

According to the policy of the Institute of International Management at FH JOANNEUM, after the course completion each course is to evaluate by the students: <https://actions.fh-joanneum.at/login.do?locale=en>

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor and according to the Examination Rules of FH JOANNEUM, University of Applied Sciences.

Module 5: Organisational Behaviour

Course title:	Organisational Behaviour
Semester:	Summer Term 2018
Credits:	2,5 ECTS
Class dates:	23.04. – 27.04.
Class times:	9 am – 1 pm daily
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

Name: Prof. Otmar E. Varela
Phone number:
Email: oxvarela@ualr.edu
Office location: *Institute of International Management
Campus A, 4th floor*
Office hours:
Web (if available):

Instructor Bio

Dr. Varela is an associate professor of Management with the University of Arkansas – Little Rock, College of Business. Dr. Varela earned a Ph.D. with concentration in Organizational Behavior from Tulane University in 2003. He also holds a Master of International Business from Tulane University (2000) and a Master of Business Administration from ICADE – Madrid, Spain (1994).

Dr. Varela's primary area of research deals with learning. Specifically, Dr. Varela studies the development of managerial skills (e.g., diversity management) and cross-cultural competencies. Additionally, his research explores techniques to managing employees' performance. Dr. Varela's research findings have been published in top journals, presented at national and international conferences, and divulged in book chapters.

Course Pre-requisites, Co-requisites, and/or Other Restrictions

Course Description

The goal of this course is to advance your knowledge with respect to managing people in organizations. This goal involves a thorough discussion of the theories that explain the performance of both individuals and groups in organizations. The goal also involves an overview of human resource practices necessary to support the management of employees

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings
1	4/23	Intro to course – Performance	Chapter 5
1	4/23	Stable traits and their role in Performance Management	Chapter 1 & 2
2	4/24	Flexible traits and their role in Performance Management	Chapters 6 & 7 Case study – one of your classmates
3	4/25	Motivation	Chapter 9, 12, & 13 case study – Daniel Pink
3	4/25	Leadership	
4	4/26	Leadership an application Group Theory	Case study – The Mayo Clinic
5	4/27	HR considerations for Groups Test	

**(please make use of this format)*

Student Learning Objectives/Outcomes

At the end of the course, students are expected to be able to:

1. Discern the meaning of individual and group performance.
 2. Explain the role that individual variables (e.g., attitude, personality) and processes (e.g., perception, learning) play in the performance of employees.
 3. Understand key human resource processes that support the performance of employees – staffing, selection, development, and compensation.
 4. Develop a strategic view of human resource management.
-

Teaching Approach

Towards the learning objectives above, the course will combine conceptual lectures with a group of activities aimed at exploring the practical view of topics. While standard short-lectures will be part of our daily sessions, in-class (e.g., self-assessments) and out-of-class (e.g., experiential activities) exercises will assist in furthering our understanding of concepts. Also, a series of case studies, debates, and simulations will be utilized throughout the semester. Together, these activities seek to explore how topics transfer to business realities. Your participation is pivotal in making each one of these activities meaningful. The role of the instructor during activities is to facilitate rather than to impose an agenda. I expect an active participation from all students.

Required Textbooks and Materials

1. Handbook of Principles of Organizational Behavior: Indispensable Knowledge for Evidence Based Management (2009). E. A. Locke (Ed). Second Edition. Wiley
-

Suggested/Additional Course Materials

1. Caruth, D. L., & Humphreys, J. H. (2008). Performance appraisal: Essential characteristics for strategic control. *Measuring Business Excellence*
 2. Behling, O. (1998). Employee selection: Will intelligence and conscientiousness do the job? *The Academy of Management Executive*.
 3. Pentland, A. (2012). The new science of building great teams. *Harvard Business Review*
 4. Timmins, W. J. (1995). Team-based compensation at recently reengineered Zeneca Ag products
-

Assessment, Assignments & Academic Calendar

1) Participation & Attendance

I strongly believe that learning advances through active dialogue in class. Discussions and disagreements facilitate a better grasp of subject materials. Hence, participation plays a central role in this course and, as such, a significant percentage of your final grade hinges on participation (20 % of your final grade). To maximize class contributions, you should read the pre-assigned chapters and case studies before the corresponding session. I evaluate your participation in every session based on the quantity (Do you regularly volunteer to participate?) and quality (Does your participation meaningfully contribute to discussion?) of your comments, primarily during discussions of case studies and articles. Although I do not expect an active participation in all sessions, it should be a priority for those of you who aspire to a grade of "1" in this class. I will ask for a self-assessment prior to judging your final participation grade.

The following behaviors describe an exceptional performance in participation:

- a) Student misses no more than one session throughout the course.
- b) Student shares his/her own class-related experiences during our discussions.
- c) Comments are provocative and connect concepts with realities.
- d) Student leads discussions and invites others to participate.

The following behaviors illustrate an unacceptable performance in participation:

- a) Student misses more than 1 session.
- b) Comments are disruptive or personally insult / attack others
- c) Student attends classes but fails to express his/her opinions throughout during the entire semester.

Normally, students who attend regularly and selectively voice their views in class will be graded with a 2. Your participation must be exceptional (as described above) to ensure a grade of 1.

Case studies offer significant opportunities to boost your participation score. They present situations that involve OB topics. The cases are listed in the calendar. You must read or watch the case studies before the corresponding session and come to class prepared to actively work on the case. In analyzing case studies, students will be provided about 10-15 minutes to individually draft your responses on a list of questions the instructor will present to the class. Then, working in groups, students will have the opportunity to share their views and, by consensus, find appropriate answers to the questions posted. You will provide an extra term of about 15 minutes to complete the group assignment.

An acceptable group-answer:

- 1) Incorporates the point of view of all group members.
- 2) Builds on the theories discussed in class.
- 3) Utilizes group-members work experiences into the analyses.
- 4) Provides provocative point of views on the issues.

Upon completion of the group assignment, an open debate will serve to synthesize your answers and learn from each other views. The instructor will create the groups at the beginning of each session. You may expect to have different group-mates every session.

2) Debates

A list of topics will be debated from opposite perspective in class (see below). Toward this goal, working in small teams, students will prepare to establish and defend one of the alternative perspectives by researching on articles, evidences, and editorials on the topic. Personal experiences are also valid information to support your position. This information should be brought to the debate and presented in a Power Point.

Each group will be allowed about 10 minutes to establish their case. Then, each side will have about 10 minutes to rebut and question the other side about their position. Then, the rest of classmates will be given opportunities to participate and ask questions. Following the debate, classmates will evaluate each presenter. You will be graded on how well you have established your position, how well you incorporate the researched information, and how well you defend your position. The rubric to evaluate these factors is exhibited below.

Debate Topics

1 Emotions & Attitudes (April 24th)

Team A: _____

Topic: Job satisfaction and organizational commitment are invisible competitive advantages for organizations

Team B: _____

Topic: Work attitudes (job satisfaction and commitment) are relatively irrelevant in building competitive advantage for organizations.

2 Motivation (April 25th)

Team A: _____

Topic: Money and incentives are key in boosting employees' motivation.

Team B: _____

Topic: Money and incentives are ineffective in motivating people.

3 Leadership (April 26th)

Team A: _____

Topic: Everybody may become an effective leader.

Team B: _____

Topic: Leaders are borne. They cannot be systematically developed.

4 Group Theory (April 27th)

Team A: _____

Topic: Teamwork is more of a cliché than a real contribution to organizations.

Team B: _____

Topic: The real power of teams has been overlooked in organizations.

Debate Evaluation Form

Team A: Topic XXX

Team B: Topic XXX

Instructions: Use the following scale to evaluate different aspects of the presentation by placing the number that most closely corresponds to your perceptions.

Excellent (5) Good (4) Average (3) Decent (2) Needs Improvement (1)

Quality of Presentation

Team A

Team B

- | | | |
|--|-------|-------|
| 1. Key arguments were clearly communicated | _____ | _____ |
| 2. Presentation was effective in defending positions | _____ | _____ |
| 3. The presentation was organized and had a logical flow | _____ | _____ |

Overall Persuasiveness:

Team A

Team B

- | | | |
|---|-------|-------|
| 1. Arguments were convincing | _____ | _____ |
| 2. The questions asked to others were logical/effective | _____ | _____ |
| 3. The answer to questions were logical/effective | _____ | _____ |

Which group did win the debate (checkmark)? _____ _____

3) Quizzes

To test the retention of basic information, a series of three quizzes will be applied. These quizzes seek to assess the retention of essential concepts and theories addressed in each two sessions. Quizzes consist of 10-multiple choice items. The maximum time allowed to respond the quiz is 10 minutes.

In preparation for quizzes, I suggest reviewing the power points of the sessions to be assessed, articles assigned for these sessions, and the book chapter(s) that complement information. Again, keep in mind only essential concepts and theories will be included.

4) Exams

One tests will be applied throughout the course. Tests are based on essay questions, which will assess your ability to incorporate class material into vivid case studies.

Grading Policy

%			
	numeric	German	English
100 – 93	1	Sehr Gut	Excellent
92-85	2	Gut	Good
84-71	3	Befriedigend	Satisfactory
70-61	4	Genuegend	Sufficient
60-0	5	Nicht genuegend	Failed

I measure your performance based on a 100-point scale, per the following point distribution:

Requirements:

Participation in class	20 points
Debates	10 points
Exam	40 points
Quizzes	30 points (3 @ 10 each)

Course & Instructor Policies

Make-up exams: No make up exams

Class attendance: See section “Participation & Attendance” above.

Late work: Any late work will receive no credit

Course Evaluation

According to the policy of the Institute of International Management at FH JOANNEUM, after the course completion each course has to be evaluated by the students: <https://actions.fh-joanneum.at/login.do?locale=en>

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor and according to the Examination Rules of FH JOANNEUM, University of Applied Sciences.

Module 6: Strategies in Emerging Markets

Course title:	Strategies in Emerging Markets
Semester:	Summer Term 2018
Credits:	5 ECTS
Class dates:	30.04. – 04.05. & 07.05. – 11.05.
Class times:	9 am – 1 pm daily
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information:

Name: Dr Rahul Singh
Phone number:
Email: rahul.singh@bimtech.ac.in
Office location: Institute of International Management
Campus A, 4th floor

Instructor Bio:

Professor Rahul Singh is Associate Professor in Strategic Management at Birla Institute of Management Technology. He is also visiting professor to FH Joanneum University, Austria and KEDGE Business School, France. His teaching and research is in the domains of Strategy, Emerging Market, Sustainability, and Higher Education. Dr Singh is doctorate and Master's in Management from Devi Ahilya University (DAVV) Indore, India. Dr. Singh has visited more than 20 universities globally and offered seminars on various research topics. Prof. Singh has publications in high ranked journals including Journal of Business Research, Journal of Brand Management, International Journal of Emerging Market, Journal of Global Scholars of Marketing Science, Journal of Applied Economic Research, Journal of Business Perspectives, International Journal of Cross Cultural Competence and Management, Asia Pacific Journal of Finance and Banking. Receiver of several best research paper awards, he has been regular contributor in media and also published 2 books. At national level, he has worked with government and insurance regulator of India including drafting the Vision document of three states of India. Prof. Singh has served in many Not for Profit organisations and is Trustee of World Responsible Development Foundation.

Course Pre-Requisites, Co-Requisites, And/ Or Other Restrictions:

None

Course Description :

Developed markets have been the centre of business ideation and doing business with the world. It is in 1980s when newly industrialized economies were seen moving in the markets and creating their space, multinationals realized the potential in being in these new markets with a different strategy since the markets were moving from a sellers markets to demand market. 1995 onwards, multinationals were aggressive in pursuing emerging markets for doing business, expanding in factor arbitration and creating new centers of operations with strategic initiatives of innovation, cost cutting, market expansion and global integration. This ultra expansion gave birth to the new wave strategies and orientation of firms in establishing themselves in the emerging markets not only to do business for the specific market but also to make it a centre for other markets.

The developed market multinationals have moved with strategy in the new markets considering these markets static in their need and aspirations. The technological innovation and Globalization of 2 decades has changed the world and consumers are aspirational everywhere in the world. There is a new consumer segment with more purchasing power which has modified the definitions of markets and attributes of doing business.

As multinationals from developed markets are most aggressive to expand in search of new markets and new business, emerging markets look to grow, they are increasingly competing with established global players. In most of the scenarios, the core components of strong business strategy are same. These global firms must study the environment in which firm operates, develop the competitive advantage, build its growth space, and find models to sustain and expand in that new markets and business lines.

Some of the newer concepts like definition of multinational firms or emerging markets multinational firms, Institutional Voids, bottom of pyramid, reverse innovation, reverse branding, 4 As of marketing, sustainable business models, and low cost product and services for higher profits will put the firms' strategies in different perspective and review and redesign the expansion and growth plan. Developing a business plan would help in understanding the minor nuances of the business and the transactions.

Overview of Topics and Schedule of Topics And Activities:

1. Globalization of Emerging Economies: A New Balance of World Order

- Globalization in new era
- Emergence of new market and growth markets
- The geo-political and economic diplomacy issues

Discussion –

BCG Global Challengers “Companies on the Move: Rising Stars from Rapidly Developing Economies are Reshaping Global Industries”

New Strategies in Emerging Markets, <http://sloanreview.mit.edu/article/new-strategies-in-emerging-markets/>

2. Evaluating Business Environment in New Markets

- Emerged markets vs emerging markets characters
- Understanding the basic issues and appreciating
- Models of business environment evaluation

Discussion –

Strategies that fit emerging markets (HBR); <https://hbr.org/2005/06/strategies-that-fit-emerging-markets>

How multinationals can win in India (Mckinsey).

CASE - Metro Cash and Carry

3. Competitive Strategies in Emerging Market

- Appreciating ground realities
- Understanding the competitors and models
- Issues of legal, compliance and operations challenges
- Cross cultural – organisation and external management

Discussion:

A new breed of multinational company has emerged,

<http://www.economist.com/node/10496684>

Strategies for Competing in a Changed China,

<http://sloanreview.mit.edu/article/strategies-for-competing-in-a-changed-china/>

4. Understanding Markets - CAGE Model and Institutional Voids

- Strategies to understand the new market
- Gaps, challenges and opportunities
- Executing with goals, assumptions, capabilities, and strategies

Discussion:

Exploiting Institutional Voids as Business Opportunitites, Harvard Business Review

CASE - Haier – Taking the Chinese Company Global

5. Strategy of Think Local and Act Global and Reverse Branding

- Understanding standardization and localization
- Diversifying to compete unbranded products / services
- Connect aspiration into a size and price

The Return of the Global Brand, <https://hbr.org/2003/08/the-return-of-the-global-brand>

Globalization: The Strategy of Differences

<http://hbswk.hbs.edu/item/3773.html>

Brief Cases –Dabur India

6. Marketing Strategies of As and not Ps

- Marketing models need redesign, not contextualisation
- 4 As over 4 Ps in marketing for emerging markets
- Market for consumers, not for product/services

Discussion:

Customer-Centricity in Emerging Markets: 4A's and Value Co-Creation ;

<http://ir.stthomas.edu/cgi/viewcontent.cgi?article=1000&context=ocbmtgwp>

CASE: Micromax (caselet)

7. Innovation Strategies – from Labs to fields AND Reverse / Juggad

- Learning the needs of users
- Converting non-users into users by innovative solutions
- Searching value and new products and services

Discussion:

How GE Is Disrupting Itself, <https://hbr.org/2009/10/how-ge-is-disrupting-itself>

The Reverse Innovation Paradox

<http://www.strategy-business.com/blog/The-Reverse-Innovation-Paradox?gko=1f71d>

CASE: DBS Bank Digital Innovation

8. Sustainability – A Business Model / CSR

- Negotiating positioning, profit and social responsibility
- Issues of CSR and Sustainability
- Developing sustainable business model, social ventures

Discussion:

Think Global Act Local,

<http://www.forbes.com/sites/entrepreneursorganization/2013/09/09/think-global-act-local-four-ways-your-company-can-be-socially-responsible-and-prosperous/>

CASE: Vedanta (caselet)

9. New Opportunities – Bottom of Pyramid

- New market segment, new business
- Appreciating the market for business
- Aligning goals and strategies for new business

Discussion:

Fortune at BoP, <http://www.cs.berkeley.edu/~brewer/ict4b/Fortune-BoP.pdf>

CASE – Narayan Hrudalaya Heart Hospital - Cardiac Care for the poor (A) (HBSP)

10. The Business Plan Project and Project Presentation

A. Business Plan Project Presentation in the class

B. The Business Plan Project: (Report Submission)

This project is about opening a new online company and making it a saleable idea. Your approach should be identify a new market, which means you are creating a market, and find out a way to offer solution. You are not expected to work for offering a product or a service, think in terms of the solution. It is more comprehensive, optimizes the resources for digitalization and covers higher degrees of value chain.

- Team should come up with an idea which is digital plan to launch a new business (there should be some novelty in the idea), means creating a new company.
- Thus, you are required to name the company, product/service/solution, brand etc.
- You should register a domain name and create a website using free website domains and servers and templates. Make a logo also.
- Make a business plan which includes the product/service/solution you want to launch, customers you target, plan of execution, your team working on the project, and a basic financial model, investment method and return model. Work as an entrepreneur and not like a manager.
- You are required to make a business plan within 15 pages. Present the website you have created. Give this link and details in your business plan.
- The project has two components:
 - Business Plan Presentation – before the class on Friday, each team will have 30 minutes time to present the idea, financials, and the sustainability of the company i.e. how is company going to earn, expenditure of company and profit.
 - Business Plan Report Submission – an elaborated version of the business plan in form of report. It should be within 15 pages.
 - First page of the report should give details of the project. Second page should give names, roll number and photo of the all members of the group.
 - *Final report submission is within ONE week from course completion . Every submission later than this would reduced by 5 marks every day for evaluation.*

Student Learning Objectives/ Outcomes:

1. Develop a comprehensive understanding of global economic environment and the shift of economic action from developed markets to emerging markets
2. Understanding the ways to new competition and the forces that shape the sector and industry in emerging markets and at global level
3. Understanding sustainable strategies in an unstable environment and from flexible (non-standard) approaches to manage long-term corporate advantage
4. Learn the newer concepts of reverse innovations, institutional voids, bottom of pyramid, reverse branding, 4A marketing mix and responsible business.
5. Learn to develop a business plan for the market at low investment scales and with help of new technologies.

Learning Outcomes:

1. Learning to assess global business environment and reasoning to finalise a destination for business
 2. Build capabilities in strategy tools to assess the market and make a decision for organisation's future course
 3. Learn the Integration process of planning, assessment, implementation and measurement of the decision.
-

Teaching Approach:

This is case method course and motivates discussions in the classroom. Students are expected to work in a team and manage the group dynamics for optimum performance. Reading material finished before particular session will benefit the class discussion. The Business Plan project as mentioned above should start soonest to develop a good understanding of the product and entry logic for a company.

Required Textbooks and Materials:

- Khanna, T., Palepu, K.G. 2010. Chapter 7. The Emerging Arena: An Agenda for Developing and Executing Strategy in Emerging Markets. In Khanna and Palepu. ***Winning in Emerging Markets***, Harvard Business Publishing.

- Competing in Emerging Markets: Cases and Readings” by Hemant Merchant, Routledge (Taylor & Francis Group), 2008.
-

Suggested/ Additional Course Materials:

- Harvard Business Review on Emerging Markets," Harvard Business School Publishing, 2008
 - Emerging Markets: Lessons for Business Success and the Outlook for Different Markets," by Nenad Pacek and Daniel Thorniley, Profile Books Limited for "The Economist," Second Edition, 2007
 - The Emerging Markets Century: How a New Breed of World-Class Companies is Overtaking the World” by Antoine van Agtmael, Simon & Schuster, 2007
 - Black, J. S., & Morrison, Allen J. 2010. A cautionary tale for emerging market giants. *Harvard business review*, 88(9): 99-103.
 - D'Andrea, Guillermo, Marcotte, David, & Morrison, Gwen D. 2010. Let emerging market customers be your teachers. *Harvard business review*, 88(12): 115-120.
 - Immelt, Jeffrey R., Govindarajan, Vijay, & Trimble, Chris. 2009. How GE is disrupting itself. *Harvard business review*, 87(10): 56-65.
 - London, Ted. 2009. Making better investments at the base of the pyramid. *Harvard business review*, 87(5): 106-113.
-

Assessment, Assignments & Academic Calendar:

The course is evaluated from assignments/quiz, case studies, essay writing, exam and final project. This is designed to create higher degree of engaged learning by students which in turn should produce higher outputs of understanding. Following evaluation design is used for the course.

Group Case Discussion & submission (4 cases) – 10 marks each = 40

Group Project report submission and Presentation = 30 (15+15)

One written exam: 20

Attendance - 10

Project report will be evaluated in group however presentation will be evaluated individually.

Any supplementary evaluation of the course will be executed through a project report only under the guidelines of the syllabus i.e. project on an emerging market. Approval of the program office is necessary in this case.

Grading Policy

%			
	numeric	German	English
100 - 93	1	Sehr Gut	Excellent
92-85	2	Gut	Good
84-71	3	Befriedigend	Satisfactory
70-61	4	Genügend	Sufficient
60-0	5	Nicht Genügend	Failed

Assesment*	Points
Case Study (4)	4x10
Project report & presentation (EMF)	15+15
One written exam (1)	20
Class attendance	10
total points	100

According to the policy of the Institute of International Management at FH JOANNEUM, after the course completion each course is to evaluate by the students: <https://actions.fh-joanneum.at/login.do?locale=en>

Assessment, Assignments & Academic Calendar

Assessment: Group assignment, Case study, Project & presentation, one written exam

Topics: as mentioned

Reading Assignments (if any): as mentioned in the session plan

Written Assignments (if any): as mentioned in the session plan

Due Date: as mentioned in the session plan

Exam Date: as mentioned in the session plan

Course Evaluation

According to the policy of the Institute of International Management at FH JOANNEUM, after the course completion each course has to be evaluated by the students: <https://actions.fh-joanneum.at/login.do?locale=en>

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor and according to the Examination Rules of FH JOANNEUM, University of Applied Sciences.

Module 7: Supply Chain Management

Course title:	Supply Chain Management
Semester:	Summer Term 2018
Credits:	2,5 ECTS
Class dates:	14.05 – 18.05.
Class times:	9 am – 1 pm daily
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

Name: Richter Herbert Michael

Phone number: +43 316 5453-8326

Email: herbertmichael.richter@fh-joanneum.at

Office location: Institute of International Management
Campus A, 4th floor,

Office hours: tbd.

Web (if available): www.fh-joanneum.at/iwi

Instructor Bio

Herbert Michael Richter is currently an Associate Professor at the Department of Industrial Management at FH JOANNEUM, University of Applied Sciences. He has three decades of years' experience in the automotive industry, in senior line management and as a project manager of numerous major projects. Many years of practical experience in the areas of logistics planning, SCM organization, Lean Manufacturing and the leadership of automotive product areas up to 2,000 employees. Herbert Michael Richter graduated from the University of Technology in Graz his higher university education in Industrial Engineering-Mechanical Engineering. During his career, he worked on his dissertation, and has completed it with the Doctor of Technical Sciences at the University of Technology in Graz.

Course Pre-requisites, Co-requisites, and/or Other Restrictions

(Including required prior knowledge or skills)

None

Course Description

The course *Supply Chain Management* is a professional course for management, business administration and technical students. Its objective is to identify and explain logistics definitions, concepts and methods that are relevant for managing the supply chain. Additionally students learn how supply chains compete in terms of time, cost and quality. All logistic functions and processes would be explained in detail. Furthermore the course provides an overview about main aspects of supply chain networks, supply chain design, supply chain planning and supply chain execution, shows instruments and methods in supply chain management, process evaluation, information analysis and how to optimize processes in supply chains. An additional focus is the application of lean methods and techniques in a supply chain.

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings
1		Basics of Logistics	Homework Refresh
2		Transportation Tasks	Group Work
3		Planning Aspects of Logistics Operations	
4		Logistic Functions in a factory	
5		Leanflow Concepts, Methods and Tools	Game "Concorde"
6			

Student Learning Objectives/Outcomes

1. To get an overview about
 - a. Main aspects of **Supply Chain Networks**
 - b. **Supply Chain Design, Supply Chain Planning and Supply Chain Execution**
 - c. Instruments and methods in **Supply Chain Management**
 - d. Process evaluation, information analysis and how to **optimize processes in Supply Chains**
2. Knowledge of the **Planning Aspects of Logistics Operations**

3. Detailed knowledge of **Logistic Functions in a factory**
 4. Basic knowledge of selected **leanflow Concepts, Methods and Tools**
 5. Overview about practical **Procedural Steps for a lean supply chain**
-

Teaching Approach

- Lecture
 - Case Studies
 - Business game
 - Presentations and Discussions
 - Homework
-

Required Textbooks and Materials

- 1. Sheets given from Lectures (Moodle)*
 - 2. Christopher, M., Logistics and Supply Management – Creating value Adding-networks, Harlow 2005*
-

Suggested/Additional Course Materials

None

Assessment, Assignments & Academic Calendar

Assessment: *group work, presentation, case study and final exam*

Exam Date: *Friday after lecture week*

Grading Policy

(Including percentages for assignments and its weighting, grade scale, etc.)

%			
	Numeric	German	English
100 – 91	1	Sehr Gut	Excellent
90-81	2	Gut	Good
80-71	3	Befriedigend	Satisfactory
70-61	4	Genügend	Sufficient
60-0	5	Nicht genügend	Failed

Course & Instructor Policies

Make-up exams: according to the examination rules of FH JOANNEUM, students are eligible to take a make-up exam

Extra credit: not possible

Class attendance: mandatory attendance of 80%

Late work: -

Document upload and naming conventions*:

<https://virtueller-campus.fh-joanneum.at/start/en/index.html>

Course Evaluation

According to the policy of the Institute of International Management at FH JOANNEUM, after the course completion each course is to evaluate by the students: <https://actions.fh-joanneum.at/login.do?locale=en>

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor and according to the Examination Rules of FH JOANNEUM, University of Applied Sciences.

Module 8: International Marketing

Course Information

Course title:	International Marketing
Semester:	Summer term 2018
Credits:	5 ECTS
Class dates:	28. 05. – 01.06. & 04.06. – 08.06
Class times:	9 am-1pm
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

Name:	Hildegard Liebl
Phone number:	+43 (0)316 5453 6815
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Office hours:	best reach between Tuesday and Thursday
Web (if available):	

Name:	
Phone number:	
Email:	
Office location:	
Office hours:	
Web (if available):	

Instructor Bio

Hildegard Liebl was born in Vienna, Austria. She received her Master's in Business Administration (specialisation: Marketing and HR) at the Vienna University of Business Administration and Economics (WU Wien) after studying at Miami University, Oxford, Ohio. From 93 to 01 she worked as a product/brand manager for Unilever, concentrating on all kinds of marketing issues for Frozen Food and margarine business. During this time she managed to launch 30 new products within the Austrian retail trade with strong focus on the needs and demands of the Austrian consumer. From 01 to 03 she was Marketing Manager and Business Unit Manager at the biggest frozen food producer in Austria (Austria Frost). She built up a marketing department and started business in CEE, mainly in Czech, Hungaria and Slowenia. Between 03 and 05 she was Marketing Manager for Danone Austria, further developing strong brands like Actimel. Hildegard Liebl is currently a senior lecturer at the Joanneum University of Applied Sciences (FH Joanneum) in Graz, teaching courses in Marketing. In addition, Hildegard Liebl is working as a freelance executive coach (she received an additional diploma education in business coaching) and marketing consultant.

Course Pre-requisites, Co-requisites, and/or Other Restrictions

Students ideally have some basic knowledge of marketing management

Course Description

Global marketing is marketing's response to the fact that markets around the world sometimes show increasingly similar, yet sometimes differing characteristics and therefore need to be targeted in a globalized or localized way. The marketing activities of the modern company have become increasingly internationalized. Marketing across national borders is one of the most challenging fields in business today.

In this course, we will discuss the scope and challenge of international marketing and draw the distinction between international, global and multinational marketing. We will deal with the reasons for growing globalization of markets as well as the cultural environment of global markets. In a next step, we will learn how to assess global market opportunities, what needs to be considered when conducting marketing research and how to enter new foreign markets. We will discuss international market segmentation and targeting, environmental and competitive analysis and common pitfalls in global marketing. In a next step, we will adapt the basic 4 Marketing Mix elements to the international marketplace.

The primary teaching method will be lectures, group discussion and group problem-solving. 4 assignments will stimulate your thinking and understanding. We will leverage the different cultural backgrounds of the participants and learn from each other through class discussion.

By the end of this course students will appreciate how the international marketing environment differs from their domestic environments and understand the complexity of the international marketplace as well as be familiar with current issues in international marketing.

Overview of Topics and Schedule of Topics and Activities*

Date	Time	Topics	Assignments (preparation for class), textbook chapters
Lecture 1 Then Hauptplatz Back in class:	09.00- 10.15 12:15 – 13:30	Course Overview Introduction, Introduction Marketing A1: Explore the Austrian Marketing Landscape	Chapters 1, 2, A 1: Explore the Austrian Marketing Landscape

Lecture 2	09.00-13.00	<p>How do Foreign Markets Differ? Why are Foreign Markets Difficult?</p> <p>Cultural, Economic, Political and Legal Forces</p> <p>Limits for Standardization of the Domestic Marketing Policy Cultural and Social Factors International Consumer Behavior / Intercultural Aspects</p> <p>A1: Austrian Marketing Landscape</p>	Chapter 4,
Lecture 3	09:00-13.00	<p>Why Study Global Marketing ?</p> <p>The World Economy and International Trade Why Do Companies Go abroad ? Development of International Marketing Political and Legal Forces Bic Mac Index Global Marketing Sources</p> <p>How to Promote Products in Foreign Markets?</p> <p>Communication platforms Advertising and culture International coordination</p> <p>A 2: Hofstede</p>	<p>Chapters 3, 5</p> <p>A 2: Hofstede</p> <p>Chapters 13, 16</p>
Lecture 4	09:00-13:00	<p>Continue of "Promotion" P</p> <p>How to Select and Enter Foreign Markets?</p> <p>Assessment of Market Opportunities Criteria for Target Market Selection Country Selection Process / Filters</p> <p>A3: Entry Modes</p>	<p>Chapters 8, 9</p> <p>A3: Entry Modes</p>
Lecture 5	09:00-13:00	<p>A3: Entry Modes</p> <p>Preparation for Assingment 4</p>	
Lecture 6	09:00 – 13:00	<p>How to Research and Segment Foreign Markets?</p> <p>Global Market Research Global Market Segmentation</p>	Chapter 6, 7
Lecture 7	09:00 – 13:00	<p>How to Design Products for Foreign Markets?</p> <p>Product Development Adaptations to Products Globalization (Standardization) vs. Localization (Adaptation) Lifecycle International</p>	Chapters 16, 19

		Product Portfolio International Branding / Different Positioning Country of Origin-Effect Brand Bundling / Ingredient Branding	
Lecture 8	09:00 – 13:00	How to Price and Distribute Foreign Products Price coordination Countertrade Transfer Pricing Dumping Distribution Channel Design Consideration	Chapters 12, 15
Lecture 9	09:00 – 13:00	Assignment 4	
Lecture 10	09:00 – 13:00	Assignment 4 Summing up of Class	

**(please make use of this format)*

Student Learning Objectives/Outcomes

At the completion of the course, students should have

- an understanding of the issues to consider when developing a marketing program outside their geographical home market
 - a better grasp of techniques to evaluate different marketing problems and be familiar with cultural issues
 - a confidence in their personal ability to solve problems in the area of International Marketing.
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Teaching Approach

This course will combine theory / lecture elements with more practical work elements.

In order to fully benefit from this course, you are expected to

- solve the appropriate assignments before class
- participate in class discussions and class exercises, share your knowledge and experience with each other

Required Textbooks and Materials

Textbook

- Kotabe, Masaaki / Helsen, Kristiaan: Global Marketing Management, 7th edition, John Wiley & Sons, New York et. al. 2016

Suggested Supplemental Materials for Background Reading

- Albaum, Gerald/Duerr, Edwin: International Marketing and Export Management, 8th edition, Prentice Hall, Essex UK 2016
- Czinkota, M. / Ronkainen, I., Zvobgo, G.: International Marketing, 9th edition, Harcourt College Publishers, Orlando 2011
- Kotler, P.; Keller, K.; Brady, M.; Goodman, H.; Hansen, M.: Marketing Management, 3th edition, Prentice Hall, Englewood Cliffs 2016
- Usunier, J.-C.: Marketing Across Cultures, 6th edition, Financial Times Prentice Hall, Essex 2013

Suggested Journals

- Financial Times
- Fortune
- Harvard Business Review
- European Journal of Marketing
- Journal of the Academy of Marketing Science
- Journal of Business Research
- Journal of Marketing
- Journal of Retailing
- Der Handel (German)
- Der Markt (German)
- Horizont / Bestseller (German)
- Key Account (German)
- Lebensmittelzeitung (German)
- Regal (German)

Suggested/Additional Course Materials

to be provided by instructor at beginning of the course

Assessment, Assignments & Academic Calendar

Information to be provided by instructor at beginning of the course

Grading Policy

(including percentages for assignments and its weighting, grade scale, etc.)

%			
	numeric	German	English
100 – 93	1	Sehr Gut	Excellent
92-85	2	Gut	Good
84-71	3	Befriedigend	Satisfactory
70-61	4	Genuegend	Sufficient
60-0	5	Nicht genuegend	Failed

Assessment*	Points
Assignment 1	20
Assignment 2	30
Assignment 3	40
Assignment 4	35
Class Participation	25
total marks	150

*(*please indicate the assessment components and its weighting in points)*

Course & Instructor Policies

Make-up exams:

Extra credit:

Class attendance:

Late work:

Document upload and naming conventions*:

(if any, especially by using the e-learning platform <https://virtueller-campus.fh-joanneum.at/start/en/index.html>)

Course Evaluation

•	Assignment 1	20 marks
•	Assignment 2	30 marks
•	Assignment 3	40 marks
•	Assignment 4	35 marks
•	Class Participation	25 marks
•	SUM	150 marks

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor and according to the Examination Rules of FH JOANNEUM, University of Applied Sciences.

Module 9: Rationality, Choices & Decisions

Course title:	Rationality, Choices and Decisions
Semester:	Summer term 2018
Credits:	5 ECTS
Class dates:	11.06. – 14.06. & 18.06 – 21.06.2018
Class times:	8.30 am – 1.30 pm daily (except Fridays)
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

Name:	DDr. Wolfgang Grannig
Phone number:	+43 (0) 316 5453 6811
Email:	wolfgang.granigg@fh-joanneum.at
Office location:	Institute of International Management Campus A, 4th floor, room number 410
Office hours:	arranged via email
Web (if available):	https://www.fh-joanneum.at/hochschule/person/wolfgang-granigg/

Instructor Bio

Professional Experience:

Since Nov. 2017	<u>Assistant Lecturer</u> , Institute of Business Education and Development, University of Graz, Austria.
Since Sept. 2017	<u>Head of Degree Programme “Business in Emerging Markets”</u> , FH Joanneum, Graz, Austria.
Since Oct. 2011	<u>Assistant Lecturer</u> , Institute of Systems Sciences, Innovation and Sustainability Research, University of Graz, Austria.
Jan. 2014 – Jan. 2017	<u>Head of department „Corporate Development“</u> , Styria Media Group AG, Graz, Austria.
June 2011 – Jan. 2014	<u>Head of staff unit „Business Intelligence & Strategy Services“</u> , Styria Media Group AG, Graz, Austria.
May 2008 – May 2011	<u>Project Manager and Market Analyst</u> , staff unit „Business Development“, Styria Media Group AG, Graz, Austria.
May 2007 – Apr. 2008	<u>Scientific Associate</u> , Department for Microeconomics and Public Economics, Institute for Economics, Martin-Luther-University Halle-Wittenberg, Halle an der Saale, Germany.

Dec. 2006 – Mar. 2007 Scientific Assistant, Department for Services and Operations Management, Institute for Strategy and Business Economics, University of Zurich, Switzerland.

Oct. 2005 – Jan. 2006 Trainee, Federal Commercial Academy „Grazbachgasse“, Graz, Austria.

Tertiary Education:

Mar. 2013 – Mar. 2015 Executive Scholar Program „Leadership & Management“ at the Kellogg School of Management, Northwestern University, Chicago/Evanston, USA.

Mar. 2008 – Aug. 2009 Doctoral programme in „Natural Sciences“ in the subject “mathematics” (“System Theory”). University of Klagenfurt, Austria. Doctoral degree.

Mar. 2004 – Feb. 2006 Master's programme in „Environmental System Science“ with the special field business administration“. University of Graz, Austria. Master's degree .

Aug. 2003 – Feb. 2006 Doctoral programme in „Social and Economic Sciences“ in the subject “business administration” (“Information Science”). University of Graz, Austria. Doctoral degree.

Feb. 2002 – Oct. 2004 Diploma programme in „Economics“. University of Graz, Austria. Master's degree.

Oct. 2000 – July 2006 Diploma programme in „Secondary School Teacher Accreditation of Economics“. University of Graz, Austria. Master's degree.

Oct. 2000 – Aug. 2003 Diploma programme in „Business Administration“. University of Graz, Austria. Master's degree

Course Pre-requisites, Co-requisites, and/or Other Restrictions

none

Course Description

The aim of this course is to give a broad overview about the most famous and important concepts within Decision, Utility, Game and Social Choice Theory. Starting with Decision Theory, this course will deal with decisions und ignorance and risk. After discussing the most important concepts related to utility and probability theory as well as risk aversion, basic concepts of game theory are introduced. The course finally concludes with essential thoughts on social choice theory as well as descriptive decision theory.

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings*
1	11.6.	Introduction The Decision Matrix Decisions under Ignorance	Peterson, Ch. 1, 2 & 3
2	12.6.	Decisions under Risk Utility	Peterson, Ch. 4 & 5
3	13.6.	The Mathematics of Probability The Philosophy of Probability	Peterson, Ch. 6 & 7
4	14.6.	Bayesianism and Pragmatic Arguments Causal vs. Evidential Decision Theory	Peterson, Ch. 8 & 9
5	18.6.	Risk Aversion Game Theory I	Peterson, Ch. 10 & 11
6	19.6.	Game Theory II	Peterson, Ch. 12
7	20.6.	Social Choice Theory	Peterson, Ch. 13
8	21.6.	Overview of Descriptive Decision Theory Practicing for examination	Peterson, Ch. 14
9	25.6.	Written Examination	

*) "Peterson" refers to: Peterson M. (2017): *An Introduction to Decision Theory. Second Edition. Cambridge University Press, Cambridge.*

Student Learning Objectives/Outcomes

1. Know and apply basic concepts of **Decision Theory**.
2. Know and apply basic concepts of **Utility Theory**.
3. Know and apply basic concepts of **Game Theory**.
4. Know and apply basic concepts of **Social Choice Theory**.

Teaching Approach

The teaching approach is primarily lecture based. However, there will be opportunities for active class participations and group discussions throughout the course. In course of

assignments (homework), the most important concepts are exercised, applied and deepened at home.

Required Textbooks and Materials

- Peterson M. (2017): An Introduction to Decision Theory. Second Edition. Cambridge University Press, Cambridge.
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Suggested/Additional Course Materials

- Binmore K. (2007): Game Theory. A Very Short Introduction. Oxford University Press, Oxford, New York.
 - Fudenberg D. & Tirole J. (1991): Game Theory. The MIT Press, London.
 - Gaertner W. (2006): A Primer in Social Choice Theory. LSE Perspectives in Economic Analysis, Oxford University Press, Oxford, New York.
 - Gibbons R. (1992): A Primer in Game Theory. Pearson Education Limited, Harlow.
 - Kreps. D. M. (1990): A Course in Microeconomic Theory. Princeton University Press, Princeton. Ch. 2 to 5 and Ch. 11 to 15.
 - Luce R. D. & Raiffa H. (1985). Games and Decisions. Introduction and Critical Survey. Dover Publications, Mineola.
 - Mas-Colell A., Whinston M. D. & Green J. R. (1995): Microeconomic Theory. Oxford University Press, Oxford, New York. Ch. 1 and Ch. 6 to 9.
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Assignments & Academic Calendar

Class dates: 11.06.2017 – 14.06.2017 and 18.06.2017 – 21.06.2017.

Class times: 8.30 am – 1.30 pm daily (except Fridays).

Examination: 25.06.2017 from 2:00 pm – 4:00 pm.

The examination is a written exam (closed book) which counts for 60 % of the grading. Besides the examination, active class participation as well as solving distinct assignments (homework) will count 20 % each.

Grading Policy

%	Grade		
	numeric	German	English
100 - 93	1	Sehr Gut	Excellent
92-85	2	Gut	Good
84-71	3	Befriedigend	Satisfactory
70-61	4	Genuegend	Sufficient
60-0	5	Nicht Genuegend	Failed

Assessment*	Points
Examination	60
Assignments	20
Participation	20
Total Points	100

Course & Instructor Policies

Make-up exams:

Extra credit:

Class attendance:

Late work:

Document upload and naming conventions*:

(if any, especially by using the e-learning platform <https://virtueller-campus.fh-joanneum.at/start/en/index.html>)

Course Evaluation

According to the policy of the Institute of International Management at FH JOANNEUM, after the course completion each course is to evaluate by the students: <https://actions.fh-joanneum.at/login.do?locale=en>

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the professor and according to the Examination Rules of FH JOANNEUM, University of Applied Sciences.

Module 10: Introduction to Controlling as a Management Function

Course title:	Introduction to Controlling as a Management Function
Semester:	Summer Term 2018
Credits:	2,5 ECTS
Class dates:	25.06. – 29.06.
Class times:	9 am – 1 pm daily
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

Name: Mag. Mag. rer. soc. oec. Norbert Karl Faix, Bakk.

Phone number: +43 (316) 5453-6727

Email: norbert.faix@fh-joanneum.at

Office location: Institute of International Management
Campus A, 4th floor

Office hours: by agreement

Instructor Bio

Norbert Karl Faix has been teaching courses in business and economics at the Institute of Health and Tourism Management, FH JOANNEUM, Bad Gleichenberg, Austria since 2006. Prior to that, he worked for more than 25 years in the field of retail sales, accounting, management, business administration, organization and international trade in positions as a commercial employee, commercial administrator, assistant to the CEO, instructor, general partner, limited partner, managing partner and CEO.

Course Pre-requisites, Co-requisites, and/or Other Restrictions

(including required prior knowledge or skills)

All the readings have to be done before the lectures start on 25th June 2018.

Course Description

This course imparts knowledge about controlling as a management function. The interdependency of the tasks of managers and controllers will be described and explained. The course will provide an understanding of the meaning of controlling. This knowledge can be useful for designing controlling systems in companies, which is a task of both, managers and controllers.

Overview of Topics and Schedule of Topics and Activities

Day	Date	Topics	Readings
1	25 th June	Introduction / The practice of controlling / Controlling as an academic discipline.	Introduction to Controlling: chapter 1, p. 1 – 18. Organizing the World Café.
2	26 th June	Controlling conceptions / Selected controlling-related accounting theories.	Introduction to Controlling: chapter 1, p. 19 – 36
3	27 th June	World Café and class discussions.	Introduction to Controlling: chapter 1
4	28 th June	World café and class discussions.	Introduction to Controlling: chapter 1
5	29 th June	Exam	Introduction to Controlling: chapter 1

Student Learning Objectives/Outcomes

1. Introduction / Terminology / Basic Approach / Practice of controlling
 - 1.1. A brief description of how controller positions emerged in the USA
 - 1.2. The evolution of controllership in Germany
2. Development of controlling as an academic discipline
3. Controlling conceptions
 - 3.1. The ICV's practice-based conception of controlling
 - 3.2. Controlling as an information supply function
 - 3.3. Controlling as results-oriented control

- 3.4. Controlling as a coordination function
 - 3.5. Controlling as assuring the rationality of management
 - 4. Selected controlling-related accounting theories
-

Teaching Approach

Lectures, class discussions, world café, ongoing assessment of performance.

Required Textbooks and Materials

Weber, J. & Schäffer, U. (2008). *Introduction to Controlling*. Stuttgart: Schäffer-Poeschl.

Suggested/Additional Course Materials

Additional required material will be made available through FH JOANNEUM's Moodle platform or by Dropbox.

Assignments & Academic Calendar

Attendance: *Loss of 1 point per half an hour or part thereof missed in class.*

Assignment: *It is necessary to make an assignment to act as a host in the world café; this assignment has to be transferred to the professor at the beginning of the world café.*

Participation: *It is necessary to meet and participate between lectures and the world café in a tutorial to help each other to be a perfect host in the world café for given topics/questions. The participation will be checked by peer-evaluation. Failed participation will lead to a loss of 5 points, per topic/question. The peer-evaluation sheet has to be transferred to the Professor at the beginning of the world café.*

Exam: 50 points

Exam Date: 29th of June 2018, 9:00 am

Grading Policy

The grade is the result of using a standardised normal distribution procedure which takes the achieved points of the whole class into account. According to the quartile of the density function the grades will be:

	numeric	German	English
4 th quartile	1	Sehr Gut	Excellent
3 th quartile	2	Gut	Good
2 th quartile	3	Befriedigend	Satisfactory
1 th quartile	4	Genuegend	Sufficient
0 points in more than 1 of 4 assessment criteria	5	Nicht genuegend	Failed

Assessment criteria	Points
Attendance	15
Assignment	20
Participation	15
Exam	50
total points	100

Course & Instructor Policies

Make-up exams: *according to the examination rules of FH JOANNEUM, students are eligible to take a make-up exam*

Extra credit: *not possible*

Class attendance: *withdraw of 1 point per half an hour or part thereof missed in class*

Course Evaluation

According to the policy of the Institute of International Management at FH JOANNEUM, after the course completion each course is to evaluate by the students: <https://actions.fh-joanneum.at/login.do?locale=en>

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the professor and according to the Examination Rules of FH JOANNEUM, University of Applied Sciences.