



GLOBAL BUSINESS PROGRAM
COURSE SYLLABI
WINTER SEMESTER 2018/2019

FH | JOANNEUM
Management internationaler
Geschäftsprozesse

Timetable

1	1.10.2018-5.10.2018		Market Research Strategies	Alireza Akbari	2,5 ECTS
2	8.10.-12.10.2018		International Consumer Behaviour	Zeynep Bilgin Wührer	2,5 ECTS
3	15.10.-19.10.2018		Economics of the EU	Vito Bobek	2,5 ECTS
4	22.10.-26.10.2018	26.10. National Holiday	International Human Resource Management & Careers	Nadia Kougiannou	2,5 ECTS
5	29.10.-2.11.2018	1.11. Holiday	Leadership Skills for the Global Manager	Richard McAndrew	
5	5.11.-9.11.2018		Leadership Skills for the Global Manager	Richard McAndrew	5 ECTS
6	12.11.-16.11.2018		The Chinese Business and Management	Fuming Wang	2,5 ECTS
7	19.11.-23.11.2018		International Finance (1)	Branka Krivokapic-Skoko	
7	26.11.-30.11.2018		International Finance (2)	Branka Krivokapic-Skoko	5 ECTS
8	3.12.-7.12.2018	8.12. Holiday	Internationalization Strategies of Emerging Markets Firms in the Disruptive era	Juan Antonio Enciso Gonzalez	2,5 ECTS
9	10.12.-14.12.2018		Introduction to B2B Marketing & Selling	Denny Seiger	
17.12.-21.12.2018 STUDY WEEK					
10	7.01.-11.01.2019		International Marketing	Hildegard Liebl	
9	14.01.2019-18.01.2019		Introduction to B2B Marketing & Selling	Denny Seiger	5 ECTS
10	21.01.-25.01.2019		International Marketing	Hildegard Liebl	5 ECTS
11	28.01.-01.02.2019		Entrepreneurship with a focus on Female Entrepreneurship	Dafna Karif	2,5 ECTS

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Module 1: Market Research Strategies

Course Information

Course title:	Market Research and Statistics
Semester:	Autumn term 2018/ 2019
Credits:	2.5
Class dates:	Monday October 1 - Friday October 5th 2018
Class times:	Monday-Friday (9 am-1 pm)
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

Name:	Dr. Ali Akbari
Phone Number(s):	(805) 493-3379 / 818-314-8687
Email:	akbari@callutheran.edu
Office location:	Eggenberger Allee 11, room 464
Office Hours:	to be arranged individually

Instructor Bio

Dr. Ali Akbari is a Professor of Economics at the School of Management at California Lutheran University. After receiving his Ph.D. from USC in 1985, he started teaching economics and quantitative methods courses at USC, Pepperdine and CLU. For more than 30 years, Dr. Akbari has been active professionally – publishing articles, presenting papers, serving on professional programs and consulting. He has published two textbooks in economics: Explorations in Macroeconomics and Economic Way of Thinking. He also pursued his professional research interest by conducting scholarly research in a wide spectrum of social and economic issues. As a former researcher for the National Science Foundation, he established a new research center at CLU and served as the Director of the Center for Economic Research for 18 years. His research projects include a wide range of current social and economic issues in Southern California. His latest project was the development of an economic and business forecasting model that provides quarterly forecasts of economic activities in the major cities of Ventura County. Dr. Akbari is a frequent public speaker on a broad spectrum of social issues related to urban and regional economics and his views on such issues are often sought by local media in Southern California.

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

Elementary statistics
Excel

Course Description

This is a hands-on research course that enables students to conduct scientific research in the area of marketing, management, and business economics. Students will gain an appreciation for the value and conduct of scientific research and develop some feeling about this field as a potential career opportunity.

“Market Research and Statistics” is an applied course in the practice of market research applied to business and management problems. This course is useful for students planning a career in business management, market analysis, or academic research.

This course also aims to introduce statistical concepts and methods which are frequently used in economic analysis and business decision making. The course is designed to help you acquire a good intuitive grasp of statistics- what it is, how and when to apply statistical techniques to managerial situations, and how to interpret results.

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings
1	01.10	<p>Big Data Basics: Describing Samples and Populations Descriptive Statistics and Basic Inferences Distinguish among Population, Sample and Sample Distribution Central-Limit Theorem Estimation of Parameters and Confidence Intervals Sample Size Assess the potential for nonresponse bias</p> <p>The Role of Marketing Research What is Marketing Research? Applied and Basic Marketing Research Marketing Research and Strategic Management Orientation Planning and Implementing a Marketing Mix When Is Marketing Research Needed? Marketing Research in the Twenty-First Century</p> <p>Harnessing Big Data into Better Decisions Data, Information, and Intelligence Equal Value Database Sources and Vendors Marketing Analytics</p>	Essentials of Modern Business Statistics Chp. 1, 2, 3

2	02.10	<p>The Marketing Research Process Decision Making and Marketing Research Types of Marketing Research Stages in the Research Process Qualitative Research Tools What Is Qualitative Research? Contrasting Qualitative with Quantitative Methods Qualitative Research and Exploratory Research Designs Qualitative Research Orientations Common Techniques Used in Qualitative Research Preparing a Focus Group Outline Modern Technology and Qualitative Research Exploratory Research in Science and in Practice</p>	<p>Essentials of Modern Business Statistics Chp. 7,8</p> <p>Essentials of Marketing Research chapter 3</p>
3	03.10	<p>Secondary Data Research in a Digital Age Using Secondary Data in Marketing Research Typical Objectives for Secondary-Data Research Designs Sources of Internal Secondary Data External Secondary Data Sources Single-Source and Global Research in the Big Data Era Survey Research The Types of Information Gathered Using Surveys Sources of Error in Surveys Ways Marketing Researchers Conduct Survey Interviews Conducting Personal Interviews Observation Technology and Observation in Marketing Research Direct and Contrived Observation Ethical Issues in the Observation of Humans Observation of Physical Objects Mechanical Observation Measuring Physiological Reactions</p>	<p>Essentials of Modern Business Statistics Chp. 14</p> <p>Essentials of Marketing Research Chp. 7, 8</p>

4	04.10	<p>Measurement and Attitude Scaling What Needs to be Measured? Levels of Scale Measurement Indexes and Composites Validity What is an Attitude? Attitude Measures and Scaling Attitudes and Intentions Questionnaire Design Basic Considerations in Questionnaire Design Question Phrasing: Open- or Close-Ended Statements? Avoiding Mistakes Order Bias Survey Technology Pretesting and Revising Questionnaires Sampling Designs and Sampling Procedures Why Sample? Identifying a Relevant Population and Sampling Frame Random Sampling and Non-sampling Errors Probability versus Nonprobability Sampling What Is the Appropriate Sample Design? Surveys Using Self-Administered Questionnaires</p>	Essentials of Marketing Research Chp. 10, 11, 13
5	05.10	<p>Communicating Research Results The Project and the Report Using Tables Effectively Using Charts Effectively Oral Presentation Reports on the Internet and Follow-Up Final Exam</p>	Essentials of Marketing Research Chp. 15, 16

Student Learning Objectives/Outcomes

1. Understand the major theoretical and philosophical approaches to research in the world of business and management.
2. Know how to design the data collection surveys from quantitative and qualitative perspectives, evaluate the contrasting research methodologies and determine the best approaches to obtain the required data.

3. Understand the role of research methods, within the context of management, marketing and business.
4. Compare and contrast research methodologies that relate to management, business and marketing research.
5. Develop the skills necessary to find, read, understand, and critique published research.
6. Develop the ability to make written and oral presentations of research results.
7. Be involved in a “real world” research project that may involve surveys, polls, focus group, and experimental design.
8. Use Microsoft Excel to generate descriptive statistics and carry out regression and correlation analysis.
9. Construct and interpret tabular and graphical methods of presenting qualitative and quantitative data.
10. Construct and interpret summary numerical measures of location, variability, and association for the sample and the population.
11. Estimate regression models, evaluate the results of regression models, and use the results for prediction and forecasting.
12. Conduct multivariate regression analysis to set up the pertinent models and test for the validity of such models.

Teaching Approach

The teaching approach consist of formal lectures, discussions, practical exercise, group assignments and presentations, and computer workshops.

Required Textbooks and Materials

Essentials of Marketing Research, 6th Edition, Barry J. Babin; William G. Zikmund
ISBN Print: 9781305263475, 1305263472

ISBN eText: 9781305688094, 1305688090

Essentials of Modern Business Statistics with Microsoft® Office Excel®, David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, 7th edition, 2018, Cengage Publishing Company
ISBN Number: ISBN10: 1-337-29829-8 ISBN13: 978-1-337-29829

Suggested/Additional Course Materials

Exploring Marketing Research, 11th Edition, Barry J. Babin Louisiana Tech University
William G. Zikmund Oklahoma State University
ISBN-10: 1305263529 | ISBN-13: 9781305263529.

Assessment, Assignments & Academic Calendar

Assessment: Short analysis and proposed solution to case studies (15%), main project (25%), along with a Final Exam (40%) and Attendance (10%)

Topics:

Reading Assignments (if any): See overview of topics and schedule of activities

Written Assignments (if any): End of chapter assignments

Due Date: The meeting after the lecture.

Exam Date: Last Class

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	Genügend	Sufficient
60-0	5	Nicht Genügend	Failed

Assessment	Points
Homework assignments (end of chapter assignments), and proposed solution to case studies	150
Main Project	250
Final Exam	400
Attendance	100
Total Points	1,000

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>)

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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 2: International Consumer Behaviour

Course Information

Course title:	International Consumer Behavior
Semester:	Autumn Term 2018/ 2019
Credits:	2,5 ECTS
Class dates:	Monday, October 8 th – Friday October 12 th
Class times:	9 am – 1 pm daily
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

Name: Prof. Dr. Zeynep Bilgin-Wührer
Phone number: 0732 2468 7036(at JKU, Linz)
Email: zeynep.bilgin_wuehrer@jku.at
Office location: Institute of Information Management; AP 147, 3rd floor, room no 314
Office hours: Eggenberger Allee 11, room 464
Web (if available): <http://www.jku.at/ham/content/e35323>

Instructor Bio

Prof. Dr. Zeynep Bilgin-Wührer is lecturer at the Johannes Kepler University, Linz. Until 2013 she was full time professor at “Department of Business Administration” in Marmara University, Istanbul, and for three years Chair of Marketing Sub-department. She was a visiting professor at The University of Memphis and at State University of West Georgia in USA (1998-1999) for 3 terms; lectured via Erasmus Program at Maribor University, Slovenia and at University of Navara, Pamplona, Spain. Prof. Bilgin-Wührer holds a PhD from Bogazici University, Istanbul with a major in marketing and minor in organizational behavior and wrote her dissertation at Hamburg University, Germany based on a DAAD scholarship. Her research focuses are emerging markets, consumer behavior, internationalization, knowledge development and trends in marketing.

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

(including required prior knowledge or skills)

Having taken the following courses helps to understand the material better: Cross Cultural Communication, Marketing Management, Introduction to Psychology

Course Description

The aim is to provide an in-depth investigation of similarities and differences of consumption behavior across cultural and international boundaries. For this, the core market based (external) and human based (internal) factors influencing and differentiating their motives, needs and decision making at international level will be presented. Lecture material and cases will help to better understand why people differ in their consumption experiences and choice behavior.

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings / Assignments
1	8.10	Consumer Decision Making Process, Globalization and Segmentation in World Markets	In class work
2	9.10	Social structure and family affecting needs and motivation in international markets	Exam part 1
3	10.10	Holly Day	
4	11.10	Culture shaping differences in lifestyles and personality of international consumers	Exam part 2
5	12.10	Presentation of Cases	Submitting power point presentations

Student Learning Objectives/Outcomes

1. Student centered, inquiry based learning and teaching including lectures, self-directed learning, in class studies, discussions and group work.
2. Familiarity with the content increases the stimulation and creative thinking during the class hours. So it is advised to read relevant material prior to lecture. Lecture: Presentation of topics in class by the instructor with power point slides, web links, videos. Student-Instructor Interaction: Daily short group studies in class

Teaching Approach

Power points and videos are used to enhance the focus of attention. After every lecture, a short in class review with small team work studies will help to understand and memorize the topics better.

Required Textbooks and Materials

Lecture Notes: Bilgin, F. Zeynep (2016), International Consumer Behavior Cases and articles given to students

Suggested/Additional Course Materials

Textbooks: from the library any Consumer Behavior book or Samli, A. Coskun, (2013), International Consumer Behavior in the 21st Century, Springer Verlag, ISBN: 978-1-4614-5124-2

Assessment, Assignments & Academic Calendar

Assessment: Short problem analysis and proposed solution for a case (30%) along with a Final Exam (60%) and Attendance (10%)

Topics:

Presentation Assignments: Case Presentation is on the Last Class Day

Written Assignments: Case Analysis due in a week after presentations

Exam Date: second and fourth days of the lecture week, in two parts

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	Genügend	Sufficient
60-0	5	Nicht Genügend	Failed

Assessment	Points
In class work and participation	10
Case Study Presentation	20
Case Study Written Report	30
Written Exam	40
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: only in very special cases allowed

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

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Module 3: The Economics of the European Union

Course Information

Course title:	The Economics of the European Union
Semester:	autumn term 2018/2019
Credits:	2,5 ECTS
Class dates:	Monday October 15th - Friday October 19 th 2018
Class times:	Monday-Friday (9 am-1 pm)
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

Name:	Prof. Dr. Vito Bobek
Phone number:	+43 (0)316 5453 6829
Email:	vito.bobek@fh-joanneum.at
Office location:	Eggenbergger Allee 11, 8020 Graz, 4th Floor
Office hours:	Upon request
Web (if available):	https://www.fh-joanneum.at/aw/home/Studienangebot_Uebersicht/departme nt_management/mem/Menschen/Team/~cdfz/mem_teamdetails/?perid=4295235270&lan=de

Instructor Bio

Prof. Vito Bobek currently works as a professor of international management at the University of applied sciences FH Joanneum (Graz, Austria) and at the University of Maribor (Slovenia). Since 2017 he acts also as Vice-President for Global Operation at global platform for protection and communication of intellectual property Save-Ideas.com[®]. He is also a manager and owner of Palemid – Consulting, Research, Education LLC and Palemid Institute as well as co—owner of AREMA (Academy of Regional Management, Slovenia).

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

The course draws on foundational material from bachelor level: Economics and Political Economy.

Course Description

This course covers the major economic developments taking place within the European Union (EU) using a mixture of economic theory and empirical evidence. Contemporary issues covered include Economic and Monetary Union, the Single European Market, and the recent expansion of the EU to twenty-seven member states.

By the end of the course you will (i) be familiar with the evolution of the EU's institutions and policies; (ii) understand the theory developed in the literature to explain the effects of key EU policies; (iii) be able to critically evaluate the performance of key EU policies. The seminar paper will enable you to develop your understanding of the subject matter, and will provide formative feedback on your progress.

By the end of the course you should be able to achieve a knowledge and understanding of:

1. Application of economic principles and reasoning to a variety of applied topics, including internal and external trade, monetary integration and expansion of the EU;
2. Verbal and graphical representation of economic ideas and analysis of various policies such as the Regional and Common commercial Policy;
3. Institutions that make up the economic system, including EU institutions such as the European Commission, Council and European Central Bank;
4. Sources and content of economic data and evidence, both quantitative and qualitative, including those available at the EU's web site.

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings
1	Monday, October 15, 2018	Development and Concepts of the EU	Fontaine, Pascal. 2010. <i>Europe in 12 Lessons</i> . Luxembourg: Office for Official Publications of the European Communities.
2	Tuesday, October 16, 2018	Economic and Monetary Union (EMU)	DG for Communication. 2014. <i>Economic and Monetary Union and the Euro</i> . Luxembourg: Office for Official Publications of the

			European Communities.
3	Wednesday, October 17, 2018	Enlargement Policies of the EU	DG for Communication. 2013. <i>Enlargement</i> . Luxembourg: Office for Official Publications of the European Communities.
4	Thursday, October 18, 2018	Challenges and Strategy	DG for Communication. 2014. <i>Europe 2020: Europe's Growth Strategy</i> . Luxembourg: Office for Official Publications of the European Communities.
5	Friday, October 29, 2018	Seminar paper presentations, Final Exam	Chapter 15, Chapter 16

Student Learning Objectives/Outcomes

1. Knowledge and capacity to understand: knowledge and capacity to understand economic and historical phenomena.
2. Applied knowledge and capacity to understand: capacity to understand economic and historical problems by means of both quantitative and heuristic tools.
3. Independent thinking: acquisition of the tools required to analyze the process of economic and political evolution in the European context.
4. Communication: enhancement of communication skills related to the main topics of the course.

Teaching Approach

This course is based on a combination of instructor-led lectures, individual and group work as well as group discussions. Students are required to complete a group seminar paper.

Required Textbooks and Materials

1. Fontaine, Pascal. 2010. *Europe in 12 Lessons*. Luxembourg: Office for Official Publications of the European Communities.
2. DG for Communication. 2013. *How the European Union works - Your guide to the EU institutions*. Luxembourg: Office for Official Publications of the European Communities.
3. DG for Communication. 2014. *2014 EU Budget at a Glance*. Luxembourg: Office for Official Publications of the European Communities.
4. DG for Communication. 2013. *Internal Market*. Luxembourg: Office for Official Publications of the European Communities.
5. DG for Communication. 2013. *Enlargement*. Luxembourg: Office for Official Publications of the European Communities.
6. DG for Communication. 2014. *Economic and Monetary Union and the Euro*. Luxembourg: Office for Official Publications of the European Communities.
7. DG for Communication. 2014. *Europe 2020: Europe's Growth Strategy*. Luxembourg: Office for Official Publications of the European Communities.

Suggested/Additional Course Materials

El-Agraa, Ali M. 2007. *The European Union: Economics and Policies*. Cambridge University Press. ISBN: 9780521874434

Assessment, Assignments & Academic Calendar

Assessment: Attendance (10%), Seminar Research Paper (60%), Written exam (30%).

Topics: Contents of the course

Reading Assignments (if any): See course schedule

Written Assignments (if any): Seminar Research Paper

Due Date: Friday October 19th

Exam Date: Last Class

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

Assessment	Points
Attendance	10
Seminar Research Paper	60
Written Exam	30
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: /

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>

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Module 4: International Human Resource Management and Careers

Course Information

Course title:	International Consumer Behavior
Semester:	Winter term 2018/2019
Credits:	2,5 ECTS
Class dates:	October 22 nd – October 25 th 2018
Class times:	9 am – 2 pm daily
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

Name: Dr Konstantina (Nadia) Kougiannou
Email: konstantina.kougiannou@ntu.ac.uk
Office location: Eggenberger Allee 11, room 464
Office hours: Upon agreement

Instructor Bio



Dr Konstantina (Nadia) Kougiannou is Senior Lecturer in HRM at Nottingham Business School, Nottingham Trent University, Fellow of the Higher Education Academy (UK) and Academic Associate of the CIPD. She completed her PhD at Durham University Business School in 2013.

She has taught at undergraduate, postgraduate and doctoral level courses such as Applied Human Resource Management, Strategic HRM, Comparative and International Management, Managing People, Employee Relations and Research Methodology. Her teaching is focused on the interaction with students and drawing on professional experience and real-life cases to highlight contemporary issues in HRM.

Nadia's current research includes investigating the impact trust and justice have on the effectiveness of Information and Consultation bodies; the impact of multi-foci justice on counter-productive work behaviour; and the effect of organisational decisions on community trust perceptions. She has published in Human Resource Management Journal and presented papers in a number of peer-reviewed conferences.

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

None

Course Description

This course aims to debate contemporary issues in international Human Resource Management (IHRM) and Careers with particular emphasis on global trends. Students will be exposed to academic and practical arguments as to how Human Resources and Careers could be effectively managed at organizational and individual level. It also seeks to provide useful insight into how students can develop further their career prospects in a global scale. There will be practical activities in place to support learning and most importantly to encourage students think outside the box.

Overview of Topics and Schedule of Topics and Activities

Day	Date	Topics	Readings / Assignments
1	22.10	Introduction to international HRM	Armstrong, M. (2014) Armstrong's Handbook of Human Resource Management Practice. 13th Edition, London, Kogan Page (Chapters 1, 37-39).
2	23.10	Introduction to international HRM	<u>Book:</u> Boxall, P. and Purcell, J. (2011) Strategy and Human Resource Management. 3rd Edition. London, Palgrave Macmillan. (Chapter 5 and 10)

			<p><u>Journal article:</u> Lengnick-hall, C.A., Beck, T.E. and Lengnick-hall, M.L. (2011) Developing a capacity for organizational resilience through strategic human resource management. <i>Human Resource Management Review</i>, 21(3), pp.243-255.</p>
3	24.10	Managing and retaining talent in a global scale and the nature of modern careers	<p>Talent: Armstrong, M. (2012) <i>Armstrong's Handbook of Human Resource Management Practice</i>. 12th Edition, London, Kogan Page (Chapter 18 and 20). Taylor, S. (2014) <i>Resourcing and Talent Management</i>. London, Charter Institute of Personnel and Development (Chapter 1, 2 and 9).</p> <p>Careers: <u>Books:</u> GREENHAUS, J., CALLANAN, G. & GODSHALK, V. (2010) <i>Career Management</i>. London: Sage. (Chapter 1 and 2) DICKMAN, M. & BARUCH, Y. (2011) <i>Global Careers</i> (e-book), New York: Routledge (Chapter 1 and 12)</p> <p><u>Journal article:</u> FERNANDEZ-ARAOZ, F., (2014) "The Big Idea: 21st-Century Talent Spotting", <i>Harvard Business Review</i> [online]. Available at: http://hbr.org/2014/06/21st-century-talent-spotting/ar/1 [accessed 2/7/2015]</p>
4	25.10	Group presentation and Final Exam	Exam part 2

Student Learning Objectives/Outcomes

1. Understand and explore the nature and context of international HRM and examine the structure, role and activities of international HRM functions as well as the factors affect the overall nature of HRM in different countries.
2. Understand the key changes in managing people analyse key strategic actions in addressing global challenges through HR thinking.
3. Explain the factors that affect an organisation's talent management approach and the extent to which effective strategies could address global challenges.
4. Evaluate the changing nature of careers and the nature of 'boundaryless' career.

Teaching Approach

A blend of lecture and workshop style delivery aiming to encourage students to think creatively and innovatively, and to take initiatives to challenge themselves and, take responsibility and ownership of their own learning.

Required Textbooks and Materials

Please see above

Suggested/Additional Course Materials

Please see above

Assessment, Assignments & Academic Calendar

Assessment: Short problem analysis and proposed solution for a case (30%) along with a Final Exam (60%) and Attendance (10%)

Topics: IHRM and Careers

Reading Assignments (if any): Please see above

Written Assignments (if any): Please see above

Due Date: 05.10.17

Exam Date: Last Class

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

Assessment*	Points
Attendance	10
Case-study presentation	30
Exam	60
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:

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: Leadership Skills for the Global Manager

Course Information

Course title:	Leadership Skills for the Global Manager
Semester:	WS 2018/19
Credits:	5 ECTS
Class dates:	Week #1 October 29 th – November 2 nd 2018, Week #2 November 5 th – 9 th 2018
Class times:	9 am – 1 pm daily
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

Name: Richard McAndrew
Phone number: 808-281-7399 (cell USA)
Email: mcandrew@callutheran.edu
Office location: Institute of International Management
Campus A, 4th floor, room number 464
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 11 years Richard has been adjunct faculty at FH Joanneum University in Graz Austria and INSEEC University in Lyon France where he lectures in International Business, International Negotiations, HR Leadership, Project Management and Information Technology at the graduate and undergraduate level.

Prior to CLU, Richard spent 12 years at Dun & Bradstreet Software (DBS) as a Vice President and Regional Manager for the western USA. 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

Course Description

In today's global economy, managers are a commodity...but leaders are in short supply. Leadership can be defined as a process by which a person influences others to accomplish a common objective and directs the organization in a way that makes it more cohesive, coherent and of course more successful.

More than ever, the leadership process takes place on a global stage. Lessons of culture are the unique global lessons. Many lessons required for success as a leader appear to be much the same, whether the context is domestic or global. Leaders in either arena must learn to establish credibility, build an effective team and create a shared vision. That's not enough! The shared vision must be implemented in a manner that moves the company forward. This course will offer a comprehensive survey and analysis of the major concepts and methods of leadership. A focus will be given on the cultural aspects of leadership that have a major influence on organizational outcome. The successful global executive must possess both knowledge and active skills in the art and science of leadership. The course is designed, structured & delivered using a 3-level learning process:

Foundation: Students will be introduced to the key concepts of leadership theory through lecture & discussion. Empirical studies on leadership practices will be presented. Students will learn about emotional intelligence; why it is a leader's greatest asset and how it can be developed. A more recent and insightful study on "Why People Follow?" will also be examined. Students will be introduced to the "Dimensions of Leadership" that include:

- Economic Leadership (Country)
- Enterprise Leadership (Company)
- Managerial Leadership
- Individual Leadership

Examples of the practical application of these dimensions will be discussed with the greater focus on Managerial & Individual Leadership Dimensions.

Method: Although leadership is a complex form of human behavior, most of what we think of as leadership is learned and, therefore, can be taught. Students will be introduced to proven and practical leadership methods for delegation, decision making, situational management, performance feedback, change management and leadership in crisis. A key focus will be on building and maintaining a collaborative global workplace. These methods are ideal for solving the "complex unstructured problems" that global leaders face today.

Application: Applied methodology and hands-on activities that foster development of leadership skills will be utilized. To develop their skills, students will be given case studies with international business considerations; individual and group exercises that illustrate the concepts presented. By blending knowledge with real-life experience, the class will prepare the students to function as strong, imaginative & ethical leaders.

Completion of this class will provide business students with in an in-depth understanding of the leadership process and a working competency of effective leadership methods.

Final Thought: Don't wait until you're in a management position to start developing your leadership skills. The development process needs to start now!

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings
1	29.10	Welcome, Class Introduction, Form Teams, Leadership Messages Team Exercise: Define Your Leadership Dimension	Kodak vs. Fujifilm, Harvard Case Study- Leadership in Crisis
2	30.10	Lecture: Individual Leadership	
3	31.10	Lecture: Managerial Leadership I	Top 10 Leadership Mistakes
4	01.11	Lecture: Managerial Leadership II, Critical Thinking, Creating Mission, Team Exercises & Role Play	The Benefits of Top Down Thinking, 6 Critical Thinking Skills You need to Master
5	02.11	Re-engineering & Change Mgmt, Assessing Your Leadership Style Quiz Week#1	Reengineering Revisited
6	05.11	Leadership Toolbox I - The Upside of Down...How to Fail!	The Acceleration Trap
7	06.11	Leadership Toolbox II-Experienced Based Recruiting Economic Leadership, Team Exercise	Global Competitive Report 2016-17
8	07.11	Team Presentations: Harvard Case on Leadership in Crisis, Final Exam Prep & Review, Leadership Essay due.	
9	08.11	Team Presentations: Harvard Case on Leadership in Crisis, Final Exam Prep & Review, Leadership Essay due.	
10	09.11	Team Exercise: Lessons Learned (Team & Personal), Final Exam	

Student Learning Objectives/Outcomes

1. To be knowledgeable about leadership concepts & principles in a global context.
2. Understand & recognize the lessons of culture that impact the global leader.
3. Examine the role of the global leader in enterprise strategy development and understand & describe “Why People Follow”.
4. To understand the important differences between a Leader and a manager.
5. Identify & describe examples of Global Economic Leadership & Global Enterprise Leadership.
6. To examine and practice managerial leadership soft-skills for creating mission, organizational consensus, critical thinking, experienced based recruiting, situational management, decision making and dealing with failures
7. To develop & practice leadership fluency through team presentations, written assignments and role play.
8. To examine and assess real world examples of “Leadership in Crisis” through team case study.
9. To challenge & motivate students to continue to develop individual leadership skills

Teaching Approach

Student centered, inquiry based learning & teaching approaches including evaluation, lectures, self-directed learning, team case studies, student/team presentation, and team collaboration of leadership methods using business case abstracts.

Required Textbooks and Materials

Materials from scholarly Journals (Harvard Business Review) and other business publications will be provided to students.

Suggested/Additional Course Materials

Articles & other business publications to be provided during class sessions

Assessment, Assignments & Academic Calendar

Team Presentation: Defining Leadership Dimensions October 29, 2018

Quiz: (Week #1) November 2, 2018

Team Presentation: Company Leadership November 7, 2018

Essay: Reflections on Leadership November 7, 2018

Team Presentation: Harvard Business Case November 8, 2018

Team Exercise: Lessons Learned November 9, 2018

Final Exam: November 9, 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	Genügend	Sufficient
60-0	5	Nicht Genügend	Failed

Assessment	Points	%
Team Presentations: Defining Leadership Dimensions	20	10%
Individual: Quiz	10	5%
Team Presentation: Enterprise Leadership	40	20%
Team Presentation: Harvard Case Study	40	20%
Individual: Essay on Leadership	30	15%
Team Exercise: Lessons Learned Team Exercise	10	5%
Individual: Final Exam (Open Book)	40	20%
Individual: Active Participation in class and attendance	10	5%
Total Points	200	

Course & Instructor Policies

Written Exam: None
Class attendance: mandatory attendance of 80%

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 6: The Chinese Business & Management

Course Information

Course title:	The Chinese Business and Management
Semester:	Autumn term 2018/2019
Credits:	2.5 ECTS
Class dates:	12.11.-16.11.2018
Class times:	Monday-Friday (9 am-1 pm)
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

Name:	Fuming Wang
Phone	number: TBA
Email:	fm_wang@263.net
Office location:	Institute of International Management; Campus A, 4th floor, room no 464
Office hours:	2pm-4pm

Instructor Bio:

Fuming Wang was born in Henan Province, the People's Republic of China (PR China). He received his Master degree in International Management (MIM) from American Graduate School of International Management, Pheonix, Arizona, USA and his Bachelor degree in Economics from University of International Business and Economics (UIBE), Beijing, PR China.

Fuming Wang is currently a professor at school of Business Administration, University of International Business and Economics, teaching courses in Chinese Business and Management, Project Management, International Business and Trade, and International Management., as well as project-based researches involving operation of multinational companies in China, Impact of China's Entry into WTO on the Chinese Economy. He used to work as a Deputy Dean of Public Administration School, and Director of World Trade Training and Policy Research Center, UIBE; and Deputy Secretary-General of China Multinational Enterprises Research Association. Over the last 16 years, he has also been involving consultation for a number of joint ventures and domestic enterprises for their business development strategies. In addition, he has also conducted some international research projects, such as EFTT, Chinese Corporate Governance, World Trade Policy and National Tariff Policy Reform.

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

None

Course description :

The Chinese Business and Management examines the Chinese economic situation and business environment that provides companies with a good opportunity to enter into the largest market with appropriate strategies at the business-level, corporate-level and international-level. The course's primary goal is to introduce students the Chinese economic reforms and potential opportunities for business with a good knowledge of the style of Chinese Management; It helps companies to choose appropriate types of strategies to establish business facilities under corporate and international framework to implement their international strategies. Students are expected to develop the ability to: 1) understand the Chinese business environment; 2) build on the specific, functionally-oriented knowledge about the Chinese management; 3) apply the critical thinking skills required to analyse complex business situations and implement practical responses at corporate and international levels ; and, 4) meeting the challenges and grasp opportunities to do business with China, through which corporate competitiveness could be developed in increasingly global context through capability-building of skills and acknowledge to deal with difficult issues in environment, cultures and politics.

Overview of Topics and Schedule of Topics and Activities:

Day	Date	Topics	Readings
1	Nov. 12	Examine the social Environment for business Describe the structure and Administration of the government and the related organization Examine the political system and legal rules	Materials and cases to be provided
2	Nov. 13	Examine the business environment in the fast growing market. Identify key strategies in the Chinese economic development. Describe important contributors of the Business prosperity. Demonstrate.	Materials and case to be provided
3	Nov. 14	Examine the position of international trade, FDI, and home consumption and E-Business in China. Identify the bubbles and solutions in real estate markets.	Materials and cases to be provided
4	Nov. 15	Examine the financial reform and influence on the business. Analyze negative impact of corruption on the business	Materials and cases to be provided

		The Chinese Management practice and skill Discuss influence of the Chinese culture on business and management	
5	Nov. 16	Strategy for market entry in China. Describe technique of negotiation and communication New drivers of the Chinese economic development and business opportunities in China Presentation of group projects	Materials and cases to be provided
	Nov. 25	Deadline for Submitting individual paper and group project	fm_wang@363.net

Student Learning Objectives/ Outcomes:

1. understand the Chinese business environment;
2. build on the specific, functionally-oriented knowledge about the Chinese management;
3. apply the critical thinking skills required to analyse complex business situations and implement practical responses at corporate and international levels;
4. meet the challenges and grasp opportunities to do business with China, through which corporate competitiveness could be developed under global context.
5. be familiar with the skills and practice in dealing with cross-cultural issues in business with China

Teaching Approach:

Student centered, inquiry based learning and teaching approaches including lectures, self-learning, case studies, group project, discussion, and presentation.

Required Textbooks and Materials:

Henk R. Randau • Olga Medinskaya (2015) China Business 2.0 (1th Edition)Switzerland: Springer

Materials to be provided

Cases to be provided

Materials on the websites:

www.Mofcom.gov.cn

www.stats.gov.cn

www.customs.gov.cn

Suggested/ Additional Course Materials:

To be provided during class sessions

Assessment, Assignments & Academic Calendar:

Assessment

Assessment: Short analysis and proposed solution to a case study (20%) and Presentation of group project (25%) along with a thesis (40%) and Attendance (15%)

Written Assignments: thesis on one of the suggested topics related to the Chinese business and management

%			
	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

Assessment	Points
Attendance in class	15%
Presentation	25%
Group Project	20%
Individual Thesis	40%
Total Points	100

Course & Instructor Policies

Make-up exams: No

Extra credit: not possible

Class attendance: mandatory attendance of 85%

Late work:

Document upload and naming conventions*:

<https://virtueller-campus.fh-joaanneum.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-joaanneum.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: International Finance

Course Information

Course title:	International Finance
Semester:	Autumn Term 2018/ 2019
Credits:	5 ECTS
Class dates:	19 th November- 30 th November, 2018
Class times:	9 am – 1 pm daily
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information:

Name: Associate Professor Branka Krivokapic - Skoko
Email: bkrivoka@gmail.com
Office location: Institute of International Management, Campus A, 4th floor, room number 464
Office hours: 2.00 pm- 4.00 pm every teaching day

Instructor Bio:



A/P Branka Krivokapic-Skoko received the following qualifications: B.Sc (Hons), M.Sc (Econ), Ph.D. (Lincoln University, New Zealand).

Branka has more than twenty years of experience in teaching International Business Management, Asia-Pacific Business, International Economics and International Financial Management for both undergraduate and postgraduate students in Australia and New Zealand. She has also developed short courses in banking research for some corporate clients such as Commonwealth Bank of Australia.

Branka is currently supervising a number of students doing Doctorates of Business Administration and regularly running research workshops for doctoral students and early career researchers. She is a reviewer for the Australian Research Council, European Union FP7 framework (Economic and Human Sciences panel) and the Belgium Scientific Fund.

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

Student doing International Finance are generally expected to have finished some undergraduate introductory courses, such as Principles of Economics, or Business Economics, or Principles of Financial Management.

Course description:

The subject examines financial decision making in the international environment. It builds on and extends the domestic corporate finance framework to the international dimension. In reaching beyond national frontiers the risk management aspect of corporate finance assumes greater prominence. On the one hand there are opportunities for risk reduction through international diversification; on the other hand there is exposure to risks - such as foreign exchange risk - not normally encountered in a domestic setting. Topics covered include the foreign exchange market, risk management and foreign investment analysis in international business. International Finance is a dynamic and innovative industry that can be expected to play an increasingly important role in the creation of national and regional wealth. The practice of international finance is thus an increasingly specialist function offering exciting opportunities for those students seeking careers within financial institutions.

Overview of Topics and Schedule of Topics and Activities:

Day	Date	Topics	Readings
1	20 November	The international monetary system; fixed and flexible exchange rate systems	The international monetary system Eiteman et al, Chapter 3, pp.79-87
2	21 November	The foreign exchange market	The foreign exchange market Eiteman et al, Chapter 6, pp. 180-199 and Chapter 7, pp. 216-224
3	22 November	Foreign currency speculation	
4	23 November	Revision /Options contracts	Currency Derivates Eiteman et al , Chapter 8, pp.239-253
5	24 November	Inclass test (Assessment 1)	
6	27 November	Options contracts (cont)	Currency Derivates Eiteman et al , Chapter 8, pp.239-253
7	28 November	Transaction exposure	Transaction exposure Eiteman et al, Chapter 10, pp. 297-331
8	29 November	Transaction exposure (cont)	Transaction exposure Eiteman et al, Chapter 10, pp. 297-331
9	30 November	Revision/case studies	
10	1 December	Exam (Assessment 2)	

Student Learning Objectives/ Outcomes:

An understanding of the basic concepts and terms in International Finance

Familiarity with the International Monetary System

A good knowledge of the functions foreign exchange markets, such as spot and forward exchange rates, hedging and speculation

A good knowledge of the techniques available for managing foreign exchange risk and exposure and being able to apply them to the firms operating in international environment

Teaching Approach:

While the course discusses theoretical basis on the various issues, it relies on both empirical evidence and discussion of the multinational firms' activities. The teaching style is mostly lectures, video context, class discussions, practical examples of calculations, quantitative problem sets and case studies.

Required Textbooks and Materials:

Eiteman, D. K, Stonehill, A.I. and Moffett, M.H. (2013) *Multinational Business Finance*. 13th Global Edition/ Addison Wesley, Boston, Mass.

Suggested/ Additional Course Materials:

Handouts will be provided for each of the topics. The Financial Times and Wall Street Journal will be provided in the class and used for discussing case studies .

Assessment, Assignments & Academic Calendar:

%			
	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

Assessment	Points
In-class Test	40.0
Final Exam	50.0
Attendance	10.0
Total Points	100.00

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: Internationalization Strategies of Emerging Markets Firms in the Disruptive era

Course Information

Course title:	Internationalization Strategies of Emerging Markets Firms in the Disruptive era
Semester:	WS 2018/2019
Credits:	2,5 ECTS
Class dates:	December 3 rd – December 7 th 2018
Class times:	9 am – 1pm daily
Class Room:	Campus A, ground floor, seminar room 014

Professor Contact Information

Name: Prof.	Dr. Juan Antonio Enciso Gonzalez
Email:	juan.antonio.enciso@itesm.mx
Office location:	Institute of International Management, room 464
Office hours:	Upon mutual agreement

Instructor Bio

Juan Antonio Enciso González studied the Bachelor's Degree in Economics at the ITESM, the Master's in Management, and the Master's Program in International Management for Latin America at Thunderbird, the American Graduate School of International Management & ITESM, as well as the Doctorate in Public Policy at EGAP ITESM.

He has worked in the public sector in the Ministry of Trade and Industrial Development in Mexico and in the private sector in companies such as Nortel Networks, Tyco Electronics and Elcoteq. He is deputy director of the consulting firm Global Trends of Mexico. Adviser on issues of negotiations and free trade agreements.

He is a full-time professor at EGADE Business School in Mexico. He has been director of the Master in International Business program (MIB), and associate director of OneMBA. He currently is the director of the MBA - Global Business & Strategy program. He is professor of Global Economy, International Management, and Strategy and International Negotiations.

He runs several EGADE cooperation projects in international consortia with projects funded by the European Union and is a member of the board of various organizations.

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

None

Course Description

In the current environment of changing and uncertain global business, companies from emerging countries must carry out competitiveness strategies that incorporate, on the one hand, an understanding and analysis of new technological trends, such as digital transformation, artificial intelligence and manufacturing, but also of the most recent advances in the knowledge of human behavior such as neurosciences and behavioral science, among others. Additionally, the strategy should include the theoretical and practical foundations of Management. That is, how to combine new knowledge with traditional concepts. In this part of the course we will explore how to propose a business strategy in this disruptive era.

Countries Classifications and Grouping

This part we explore what have been the criteria of countries classification, what are the use of this segregation and its impact on countries development paths

What is a Multinational

In this part we will analyze the fundamentals of international management for a multinational company. We will compare those from developing and emerging markets, their trajectories and performance in international markets

New technologies and strategy

Multinationals both from developing and emerging markets will need to wisely incorporate new technologies into their strategies. We will work as a group to develop potential strategies.

Overview of Topics and Schedule of Topics and Activities*

Student Learning Objectives/Outcomes

Upon completion of this course, the students will be able to compare strategies of multinationals from developed and emerging economies

Students will be able to identify the importance of technology in the design of internationalization strategies

Teaching Approach

Required Textbooks and Materials

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	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:

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 9: Introduction to B2B Marketing and Selling

Course Information

Course title:	Introduction to International B2B Marketing and Selling
Semester:	Autumn Term 2018/ 2019
Credits:	5 ECTS
Class dates:	Week #1 December 10 th -December 14 th , Week #2 January 14 th – 18 th 2018
Class times:	9 am – 1pm daily
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

Name:	Denny N. Seiger
Phone number:	+ 43 316 5453 6827
Email:	DennyN.Seiger@fh-joanneum.at
Office location:	Institute International Management - Campus A, 4 th floor, room ^ number 406
Office hours:	on appointment

Instructor Bio



Mr Denny N. Seiger has worked in international marketing and sales for over 20 years. He holds a Master's degree (Magister) in Business Administration from University of Commerce (Wirtschaftsuniversität) in Vienna and is Sloan Fellow of the London Business School. Before joining the faculty at FH-Joanneum he held senior management positions in Austrian SME's, including Head of OEM Business at a world leading manufacturer of professional audio equipment; Marketing Director at a supplier of industrial products and subassemblies to the automotive, communications and robotics industry and Managing Partner in a digital communications agency.

Denny has lectured B2B marketing at the University of Stockholm School of Business (Sweden) and institutions in Spain, Turkey and Slovenia. He is also academic director of the Top-Diploma course on Sales & Account Management at the WIFI Wien and sales director at Webducation, a company specializing in rich media e-learning solutions.

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

Knowledge about Marketing (at least the 4P concept)

Course Description

Business organizations do not only sell. They also buy vast quantities of raw materials, manufactured components, plants and equipment, supplies and business services. Sellers need to understand these organizations' needs, resources, policies, and buying procedures.

In detail the course covers the following topics:

Business markets and buying behavior / Derived demand and accelerator effect / The significance of inter firm relationships and networks in B2B selling / Relationship portfolio management / Approaches to business marketing strategy, resource-based view, rational planning approach, strategy as management of networks / Market research, segmentation, targeting and positioning in business markets / Communication strategies, market communication & relationship / The relationship between sales & marketing / Buying centre and selling centre / What is strategic selling and why it is so important in B2B exchanges / Opportunity management / Who really does the buying in major sales / Selling techniques / Finding and formulating convincing customer value propositions / Management of the sales force / Account planning and account management / key accounts - global accounts - strategic account - major account.

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings
1	10/12	Introduction	Relevant chapter in the course literature, literature distributed on Moodle (online learning platform)
2	11/12	Business marketing vs. consumer marketing, characteristics of business markets, marketing's cross functional relationships, the supply chain and the importance of relationships, derived/fluctuating/stimulating demand, price elasticity, accelerator effect	
3	12/12	Organizational buying behaviour, the buying process, the buy-grid and impacts on strategy, influencing forces on the buying behaviour, the buying center. Relationship marketing: types of relations (transactional - value added - collaborative), customer profitability. Inter firm relationships and networks, relationship portfolio management, the IMP model, approaches to business marketing strategy, resource-based view, rational planning approach, and strategy as management of networks.	Relevant chapter in the course literature, literature distributed on Moodle (online learning platform)

4	13/12	Highlighting some elements of the marketing mix (product, price,..)	Relevant chapter in the course literature, literature distributed on Moodle (online learning platform)
5	14/12	Highlighting some elements of the marketing mix (place, promotion)	Relevant chapter in the course literature, literature distributed on Moodle (online learning platform)
6	14/01	Sales and Sales Management	Relevant chapter in the course literature, literature distributed on Moodle (online learning platform)
7-10	15/01 – 18/01	Seminars with practical exercises, case studies etc.	
t.b.a.		Exam	

Student Learning Objectives/Outcomes

The objective of this course is to introduce students to both marketing & selling strategies and methods. Emphasis will be put on mutual understanding of the contribution of each discipline to the common goal: profitable, long term business.

After successful conclusion students will

- 1) know the differences and similarities of b2b and b2c marketing,
- 2) be able to apply their understanding of b2b marketing fundamentals in analyzing a business situation,
- 3) have experienced a selling situation

Teaching Approach

Lectures and seminars with practical exercises and cases

Required Textbooks and Materials

Mandatory literature:

- 1) Michael Hutt, Thomas W. Speh, Business Marketing Management, EMEA, 2004 edition or later (selected chapters).
- 2) Bill Donaldson; Sales Management, Third Edition, 2007 chapters 1-3.

Suggested/Additional Course Materials

- 3) Brennan/Canning/McDowell, Business-to-Business Marketing, 2nd edition (2010) or later.
- 4) Robert B. Miller and Stephen E. Heiman with Tad Tuleja, The new strategic selling, Warner Books, 2009.
- 5) Neil Rackham, SPIN Selling, McGraw Hill 1988.

- 6) Malcolm McDonald, Diana Woodburn, Key Account Management 2nd edition, Butterworth-Heinmann 2007.

Additional material as provided by the lecturer.

Assessment, Assignments & Academic Calendar

Assessment: Written test at the end of the course to test knowledge of theory (single and multiple choice questions) and the ability to apply this knowledge in a short essays.

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	Genügend	Sufficient
60-0	5	Nicht genügend	Failed

Assessment*	Points
Test with MC questions and essay	100
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:

Document upload and naming conventions*:

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 10: International Marketing

Course Information

Course title:	International Marketing Management
Semester:	Autumn Term 2018/ 2019
Credits:	5 ECTS
Class dates:	see timetable
Class times:	see timetable
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

Name: Hildegard Liebl
Phone number: 0316/5453/6815
Email: hildegard.liebl@fh-joanneum.at
Office location: Institute of International Management
Campus A, 4th floor, Room 401
Office hours: best reach between Tuesday and Thursday

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). Hildegard built up a marketing department and started business in CEE, mainly in Czech, Hungary and Slovenia. 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		Course Overview Introduction, Introduction Marketing A1: Explore the Austrian Marketing Landscape	Chapters 1, 2, A 1: Explore the Austrian Marketing Landscape
Lecture 2		How do Foreign Markets Differ? Why are Foreign Markets Difficult? Cultural, Economic, Political and Legal Forces	

		Limits for Standardization of the Domestic Marketing Policy Cultural and Social Factors International Consumer Behavior / Intercultural Aspects A1: Austrian Marketing Landscape	Chapter 4,
Lecture 3		Why Study Global Marketing ? 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 How to Promote Products in Foreign Markets? Communication platforms Advertising and culture International coordination A 2: Hofstede	Chapters 3, 5 A 2: Hofstede Chapters 13, 16
Lecture 4		Continue of "Promotion" P How to Select and Enter Foreign Markets? Assessment of Market Opportunities Criteria for Target Market Selection Country Selection Process / Filters A3: Entry Modes	Chapters 8, 9 A3: Entry Modes
Lecture 5		A3: Entry Modes Preparation for Assignment 4	
Lecture 6		How to Research and Segment Foreign Markets? Global Market Research Global Market Segmentation	Chapter 6, 7

Lecture 7		<p>How to Design Products for Foreign Markets?</p> <p>Product Development</p> <p>Adaptations to Products</p> <p>Globalization (Standardization) vs. Localization (Adaptation)</p> <p>Lifecycle International</p> <p>Product Portfolio</p> <p>International Branding / Different Positioning</p> <p>Country of Origin-Effect</p> <p>Brand Bundling / Ingredient Branding</p>	Chapters 16, 19
Lecture 8		<p>How to Price and Distribute Foreign Products</p> <p>Price coordination</p> <p>Countertrade</p> <p>Transfer Pricing</p> <p>Dumping</p> <p>Distribution Channel Design</p> <p>Consideration</p>	Chapters 12, 15
Lecture 9		Assignment 4	
Lecture 10		<p>Assignment 4</p> <p>Summing up of Class</p>	

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.

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

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, 6rd 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	Genügend	Sufficient
60-0	5	Nicht Genügend	Failed

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

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 11: Entrepreneurship with a focus on Women Entrepreneurship

Course Information

Course title:	Entrepreneurship with a focus on Women Entrepreneurship
Semester:	winter term 2018/2019
Credits:	2,5 ECTS
Class dates:	January 28 th – February 2 nd 2019
Class times:	see timetable
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

Name:	Prof. Dr. Dafna Kariv
Email:	karivd@colman.ac.il
Office location:	Eggenberger Allee 11, room 464
Office hours:	Upon Mutual Agreement

Instructor Bio



Professor Doctor Dafna Kariv is the Vice President for Global Initiatives and Development, and the founder and chair of NOVUS, Center of Entrepreneurship at the College of Management Academic Studies (COMAS), Rishon Lezion, Israel. Professor Kariv is Affiliate Professor at HEC, Montreal, Canada. She is the co-director of the Center for Social Business and Impact Investment, supported by the Rothschild Caesarea Foundation and Dualis Social Investment Fund; and the academic director of collaboration with Zicklin School, Baruch College, NY. Prof. Kariv is the author of three academic books "Entrepreneurship: An International Introduction", Routledge, UK, "Female entrepreneurship and the new venture creation", Routledge, NY, and "Creating the Social Venture" (co-authored with Prof. Coleman), Routledge, NY. Her forthcoming books are both signed: co-authored with Prof. Alain Fayolle (France) and Prof. Harry Matlay (UK), has been approved by Edward Elgar publishers; it is entitled: From Intention to Start---Up Performance: The Role and Impact of Entrepreneurship Education. The other book is signed and approved with Routledge NY, entitled: Educating Entrepreneurs". Her research focuses on gender and entrepreneurship; international entrepreneurship, and entrepreneurial education. She is a recipient of several prized funds including the European Commission funds; she is involved in many academic boards, the Ambassador of 'German-Israeli-Startup-Exchange Program' (GISEP); as well as consultant of the Ministry of Education for entrepreneurship programs.

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

None

Course Description

In an era when multiculturalism embraces the 'unique' and 'different', female entrepreneurship is making a significant contribution to diversity in entrepreneurship. Female entrepreneurship introduces diversity in entrepreneurship by offering a unique culture, ways of thinking, development of products, services and forms of organization that differ from men's.

While entrepreneurship provides the individual with the freedom to craft a career and a personal path based on her or his own needs, interests, capabilities and dreams, for women entrepreneurship it has additional meanings. Many women have experienced underemployment due to environmental constraints, such as the need to sacrifice professional or job-related aspirations to fulfill traditional social and domestic roles, as well as barriers in the labor market, therefore entrepreneurship opens a door to escape such situations. Entrepreneurship provides the independence allowing women to decide on and control their time schedule, tasks, work pace and workload relative to their family and personal time. Yet, Women entrepreneurs present specific profiles: they start their businesses in specific sectors, develop specific products and services, pursue business goals that reflect their worlds and structure their businesses in a way that differs significantly from men.

Areas representing the uniqueness of female entrepreneurship will be discussed and analyzed in class; aiming at promoting insights to the female entrepreneurship agenda and putting it at the front of the academic and practical debate.

Overview of Topics and Schedule of Topics and Activities*

- What makes the area of female entrepreneurship so unique?
- Motivation to becoming entrepreneur: Gender perspective
- The venture creation process – the female outlook
- Breaking through barriers

Student Learning Objectives/Outcomes

This course seeks to:

- Deepen students' understanding in female entrepreneurship— motivations, aspirations, business processes
- Reflecting on gender differences in entrepreneurship: The Why, How and What's next
- Discussing case studies about women entrepreneurs
- Develop a relevant, updated link between emerging topics in female entrepreneurship and the existing research
- Stimulate entrepreneurship among female entrepreneurs, women wishing to become entrepreneurs

Required Textbooks and Materials

- Coleman, S., and Kariv, D. 2015. Female Entrepreneurship and the new venture creation. Routledge, NY

- Berger, E. S., & Kuckertz, A. (2016). Female entrepreneurship in startup ecosystems worldwide. *Journal of Business Research*, 69(11), 5163-5168.
- Coleman, S., & Kariv, D. (2014). 'Deconstructing 'entrepreneurial self-efficacy: a gendered perspective on the impact of ESE and community entrepreneurial culture on the financial strategies and performance of new firms. *Venture Capital*, 16(2), 157-181.
- TED: Women entrepreneurs, example not exception
https://www.ted.com/talks/gayle_tzemach_lemmon_women_entrepreneurs_example_not_exception
https://www.ted.com/talks/sheryl_sandberg_why_we_have_too_few_women_leaders

Suggested/Additional Course Materials

Henry, C., Foss, L., & Ahl, H. (2016). Gender and entrepreneurship research: A review of methodological approaches. *International Small Business Journal*, 34(3), 217-241.

Loza, E. (2017). Female entrepreneurship theory: A multidisciplinary review of resources. *JWEE*, (1-2), 26-64

Noguera, M., Alvarez, C., & Urbano, D. (2013). Socio-cultural factors and female entrepreneurship. *International Entrepreneurship and Management Journal*, 9(2), 183-197.

Poggesi, S., Mari, M., & De Vita, L. (2016). What's new in female entrepreneurship research? Answers from the literature. *International Entrepreneurship and Management Journal*, 12(3), 735-764.

Rey-Martí, A., Porcar, A. T., & Mas-Tur, A. (2015). Linking female entrepreneurs' motivation to business survival. *Journal of business research*, 68(4), 810-814.

Grading Policy

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