

**GLOBAL BUSINESS PROGRAM**  
**COURSE SYLLABI**  
**WINTER SEMESTER 2021**



| Module | Dates                 | Bank Holidays                 | Course  | Lecturer                              | ECTS                 |
|--------|-----------------------|-------------------------------|---|---------------------------------------|----------------------|
| 1      | 04.10- 08.10          |                               | Cross Cultural Communication                    | Linde Wade                            | 2,5 ECTS             |
| 2      | 11.10-15.10           |                               | International Marketing                         | Hildegard Liebl                       | week 1 & 2 = 5 ECTS* |
| 2      | 18.10-22.10           |                               | International Marketing                         | Hildegard Liebl                       |                      |
| 3      | 25.10-29.10           | 26.10 off                     | HR Management Accounting                        | Waltraud Jelinek-Krickl/Klaus Seybold | 2,5 ECTS             |
| 4      | 02.11-05.11           | 01.11. off                    | Introduction to Enterprise Resource Planning    | Batalla Martinez                      | week 1 & 2 = 5 ECTS* |
| 5      | 08.11-12.11           |                               | Cross Cultural and Entrepreneurial Perspectives | Bojan Jovanovski                      | week 1 & 2 = 5 ECTS* |
| 5      | 15.11-19.11           |                               | Cross Cultural and Entrepreneurial Perspectives | Bojan Jovanovski                      |                      |
| 4      | 22.11-26.11           |                               | Introduction to Enterprise Resource Planning    | Ernst Peßl/<br>DanielaWilfinger       |                      |
| 6      | 29.11-03.12           |                               | International Finance                           | Branka Krivokapic Skoko               | week 1 & 2 = 5 ECTS* |
| 6      | 06.12-10.12           | 8.12. off                     | International Finance                           | Branka Krivokapic Skoko               |                      |
| 7      | 13.12-17.12           |                               | Latin American Business Development             | Francisco Castaneda                   | 2,5 ECTS             |
|        | 20.12.2021-06.01.2022 | Christmas & New Year Holidays |   |                                       |                      |
| 8      | 10.01-14.01           |                               | Strategic Management                            | Sunil Sangra                          | week 1 & 2 = 5 ECTS* |
| 8      | 17.01-21.01           |                               | Strategic Management                            | Sunil Sangra                          |                      |
| 9      | 24.01-28.01           |                               | Introduction to B2B Marketing and Selling       | Denny Seiger                          | week 1 & 2 = 5 ECTS* |
| 9      | 31.01-04.02           |                               | Introduction to B2B Marketing and Selling       | Denny Seiger                          |                      |

\* if you opt for this course both weeks are compulsory

Each Course is from Monday-Friday and over one or two weeks.  
The program is modular and you can choose your courses from the program  
(it is not mandatory to do all courses).

Courses are over one week (2,5 credits) or two weeks (5 credits).  
In courses over 2 weeks, the attendance over 2 weeks is necessary.

Mode of delivery (Face to face /Virtual) subject to change

Please always check your timetable in case of changes at [www.stundenplan.fh-joanneum.at](http://www.stundenplan.fh-joanneum.at)

User: gbp, Password: gbp, Change to Jahrgang

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## Module 1: Cross Cultural Communication

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|                      |  |
|----------------------|--|
| <b>Course title:</b> | Cross Cultural Communication   |
| <b>Semester:</b>     | Winter term 2021   |
| <b>Credits:</b>      | 2,5 ECTS   |
| <b>Class dates:</b>  | October 4th - October 8 <sup>th</sup>  |
| <b>Class times:</b>  | 9:15h – 13:00h daily   |
| <b>Classroom:</b>    | Campus A, ground floor, seminar room 014 / Virtual room MS Teams/<br>Campus A, first floor, seminar room 124 |

### Professor Contact Information

|                         |                              |
|-------------------------|------------------------------|
| <b>Name:</b>            | MMag. Gerlinde WADE          |
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| <b>Office location:</b> | -                            |
| <b>Office hours:</b>    | -                            |

### Instructor Bio

Linde Wade lectures at the Institute of International Management at FH JOANNEUM and at the International Business School Austria. She has a linguistic (French, Russian) and economic background and works as international coordinator at the Institute of International Management.

At FH JOANNEUM, Linde coordinated several international programs: She program managed the “Global Business Program” and welcomed around 50 new students each semester, coordinated FH JOANNEUMS “Applied Summer School – Business in Europe” as well as the Lifelong Learning Master Program “MSc European Project and Public Management”.

She also lectures in all programs and focuses on Cross Cultural Communication, Workshop Management, Persuasion and Negotiation Techniques, European Culture and Languages.

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

None

## Course Description

The course Cross Cultural Communication is the first lecture in the Global Business Program and also gives room to kick the Global Business Program off. Setting this target, the course starts with matching expectations on both sides, students and lecturers in terms of classroom participation, working in groups, academic writing standards and evaluation criteria.

The course aims to acquaint its participants with the necessary theoretical and practical knowledge to communicate successfully in cross cultural environments.

## Overview of Topics and Schedule of Topics and Activities

| Date | Topics   | Readings                   |
|------|--|----------------------------|
| 1    | <b>KICK OFF of GBP Group</b> <ul style="list-style-type: none"><li>- FH JOANNEUM in the light of international networks</li><li>- Matching expectations (language support, classroom participation, group work, assessment, academic writing, evaluation, students fitting into Austrians student life</li><li>- Team building activity</li></ul> <b>Introduction to Cultural Competence and how to develop it</b> | To be provided by lecturer |
| 2    | <b>Non Verbal Communication in Cross Cultural Settings</b>   | To be provided by lecturer |
| 3    | <b>Geert Hofstede &amp; Fons Trompenaar's Cultural Dimensions and their relation to the student's own culture</b><br><b>Critical Incidents in Business</b>   | To be provided by lecturer |
| 4    | <b>Mitchell Hammer's Intercultural Conflict Style Inventory</b><br><b>Comparison of European Regions</b><br><b>Case Studies and Preparation for Presentations</b>  | To be provided by lecturer |
| 5    | <b>Presentations</b>   |                            |

## Student Learning Objectives/Outcomes

The objective of the course is to further develop the student's cultural competence. The student will be familiarized with theoretical approaches (Geert Hofstede, Fons Trompenaars,

Mitchell Hammer) and learn how to successfully respond to critical incidents that might occur in business situations.

A special focus will be set on Non Verbal Communication in Business environment.

### Teaching Approach

While the course discusses theoretical basis it relies also on discussion and activities (role plays) throughout the course. The teaching style includes lectures with presentations, discussions and case studies

### Required Textbooks and Materials / Literature

To be provided by lecturer before course start.

- Lustig, Myron W., Koester, Jolene. (2010), Intercultural Competence. Interpersonal Communication across Cultures. 6th edition. Allyn & Bacon.
- Gesteland, Richard, R. (2005). Cross-Cultural Business Behaviour. Negotiating, Selling, Sourcing and Managing Across Cultures. 4th edition. Copenhagen Business School Press.
- Trompenaars, Fons. Hampden-Turner, C. (2000). Riding the Waves of Culture. Bradley Publishers.

### Assessment, Assignments & Academic Calendar

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### 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     |
|------------------------------|------------|
| Presentation                 | 30         |
| Written Concept              | 30         |
| Attendance and Participation | 20         |
| Exam                         | 20         |
| Total Points                 | <b>100</b> |

### 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:** -

**Class attendance:** mandatory attendance of 80%

**Late work:** -

**Document upload and naming conventions\*:** defined by lecturer

### 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 Marketing

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|----------------------|--|
| <b>Course title:</b> | International Marketing  |
| <b>Semester:</b>     | Winter Term 2021   |
| <b>Credits:</b>      | 5 ECTS   |
| <b>Class dates:</b>  | October 11 <sup>th</sup> – October 15 <sup>th</sup> ; October 18 <sup>th</sup> – October 22 <sup>nd</sup>    |
| <b>Class times:</b>  | 09:15h -13:00h daily   |
| <b>Classroom:</b>    | Campus A, ground floor, seminar room 014 / Virtual room MS Teams/<br>Campus A, first floor, seminar room 124 |

### Professor Contact Information

|                         |  |
|-------------------------|--|
| <b>Name:</b>            | Hildegard Liebl  |
| <b>Email:</b>           | Hildegard.Liebl@fh-joanneum.at   |
| <b>Office location:</b> | Institute of International Management<br>Campus A, 4th floor, Room 412 |
| <b>Office hours:</b>    | <i>best reach between Tuesday and Thursday</i>                         |

### 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.

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

Students ideally have some basic knowledge of marketing management/None



## 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 and the Covid 19 crisis added an additional challenge.

In this course, we will discuss the scope and challenge of international/global 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, and how to enter new foreign markets. Aside of the consideration of international marketing programs and application, we will focus on international branding as a special topic.

The primary teaching method will be lectures, group discussion and group problem-solving. Assignments will stimulate your thinking and understanding and will be the basis for grading.

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 be able to analyze how international marketing environment differs from their domestic environment and they will be able to apply marketing theory by working on a hands-on marketing plan. The students will understand the complexity of the international marketplace as well as cultural impacts. Additionally, they have knowledge about the application of the marketing P's in the international context. Furthermore, they will be familiar with current international marketing issues. Based on the assignments, the students will be familiar with the key knowledge how to elaborate a marketing plan for a market entry scenario.

## Overview of Topics and Schedule of Topics and Activities\*

| Date  | Time          | Topics  | Assignments<br>(preparation<br>for class), textbook chapters |
|---|---------------|---|--|
| <b>Lecture 1</b><br><br>Monday<br>11.10.    | 09:00-13:00   | <b>Course Overview</b><br><br><b>Introduction of the course</b><br>Explanation of assignments<br><br><b>Global Marketing Evolution</b><br>International and global marketing development                              | <b>Chapter 1</b>   |
| <b>Lecture 2</b><br><br>Tuesday<br>12.10.   | 09:00-13:00   | <b>Global Marketing Research</b>  | <b>Chapter 6</b>   |
| <b>Lecture 2</b><br><br>Wednesday<br>13.10. | 09:00-13:00   | <b>Market entry strategies</b><br>Guest Lecture Dr. Helena Chui, NKUST<br>Taiwan: How to enter foreign markets:<br>market entry strategies: MS Teams  | <b>Chapter 9</b>   |
| <b>Lecture 3</b><br><br>Thursday<br>14.10.  | 09:00 – 13:00 | <b>Cultural Factors influencing global marketing</b><br><br>Intercultural Aspects and Hofstede criteria   | <b>Chapter 4</b>   |
| <b>Lecture 4</b><br><br>Friday<br>15.10.    | 09:00-13:00   | <b>How to Promote Products in Foreign Markets?</b><br><br>Communication platforms<br>Advertising and culture<br>International coordination  | <b>Chapter 13</b>  |
| <b>Lecture 5</b><br><br>Monday<br>18.10.    | 09:00-13:00   | <b>How to Design Products for Foreign Markets?</b><br>Product Development<br>Adaptations to Products<br>Globalization (Standardization) vs. Localization (Adaptation)<br>Lifecycle International<br>Product Portfolio | <b>Chapters 10, 11</b>                                       |

|   |                  |   |                       |
|---|------------------|---|-----------------------|
| <b>Lecture 6</b><br>Tuesday<br>19.10.   | 09:00 –<br>13:00 | <b>How to build a global brand: global branding issues:</b><br><br>International Branding / Different Positioning<br>Country of Origin-Effect<br>Brand Bundling / Ingredient Branding | <b>Chapter 10, 11</b> |
| <b>Lecture 7</b><br>Wednesday<br>20.10. | 09:00 –<br>13:00 | <b>Price: What has to be considered within international pricing</b>  | <b>Chapter 12</b>     |
| <b>Lecture 8</b><br>Thursday<br>21.10.  | 09:00 –<br>13:00 | <b>Final Presentation Assignment</b>  | <b>Assignment</b>     |
| <b>Lecture 9</b><br>Friday<br>22.10.    | 09:00 –<br>13:00 | <b>Final Exam</b>   |                       |

### 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
- pass the final exam

## Required Textbooks and Materials/ Literature

- Hollensen, Sven: Global Marketing, 8th edition, Pearson, Harlow 2020
- Kotabe, Masaaki / Helsen, Kristiaan: Global Marketing Management, 8th edition, John Wiley & Sons, New York et. al. 2020
- Keller, Kevin Lane: Strategic Brand Management, 5th edition, Pearson, Harlow 2015
- Rosenbaum, Richard / Percy, Larry / Pervan, Simon: Strategic Brand Management, 4th edition, Oxford University Press, Oxford, 2018

## Suggested/Additional Course Materials for Background Reading

- Albaum, Gerald/Duerr, Edwin: International Marketing and Export Management, 8th edition, Prentice Hall, Essex UK 2016
- Kotler, P.; Keller, K.; Brady, M.; Goodman, H.; Hansen, M.: Marketing Management, 3th edition, Prentice Hall, Englewood Cliffs 2016

## Assessment, Assignments & Academic Calendar

Detailed Information to be provided by instructor at beginning of the course

## 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*            | Marks |
|------------------------|-------|
| Final Exam             | 60    |
| Assignment             | 50    |
| In Class Participation | 10    |
| Total Marks            | 120   |

### 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:** -

**Class attendance:** mandatory attendance of 80%

**Late work:** -

**Document upload and naming conventions\*:** defined by lecturer

### 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 3: HR Management Accounting

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|----------------------|--|
| <b>Course title:</b> | HR Management Accounting   |
| <b>Semester:</b>     | Winter term 2021   |
| <b>Credits:</b>      | 2,5 ECTS   |
| <b>Class dates:</b>  | October 25 <sup>th</sup> - October 29 <sup>th</sup>  |
| <b>Class times:</b>  | 9:15h – 14:00h daily   |
| <b>Classroom:</b>    | Campus A, ground floor, seminar room 014 / Virtual room MS Teams/<br>Campus A, first floor, seminar room 124 |

### Professor Contact Information

|                         |                                       |
|-------------------------|---------------------------------------|
| <b>Name:</b>            | Waltraud Jelinek-Krickl               |
| <b>Email:</b>           | waltraud.jelinekkrickl@fh-joanneum.at |
| <b>Office location:</b> | Eggenberger Allee 11, A-8020 Graz     |
| <b>Office hours:</b>    | -                                     |
| <b>Name:</b>            | Klaus Seybold                         |
| <b>Email:</b>           | Klaus.seybold@fh-joanneum.at          |
| <b>Office location:</b> | Werk-VI-Straße 46, A-8605 Kapfenberg  |
| <b>Office hours:</b>    | -                                     |

### Instructor Bio

Waltraud Jelinek-Krickl has graduated from KF University Graz, She has got two degrees: Master of Business Studies and Master of Business Education. Her main topics are Management Accounting. She was always working additional in adult education. She is teaching ERP/SAP HANA, IT- Reporting and Accounting.

She was an exchange lecturer for two times in Auckland/NZ. She joined FH Joanneum 2003 as a lecturer.

Klaus Seybold is an economist graduated from KF University Graz. His main topics were Industry and Organisation. At this time he was working additional in adult education and as a sports trainer.

He started his professional career Organization, EDP and Controlling department at a group of breweries. Soon he became Head of Human Resources Development for the company with at least app. 3.200 employees. Later on he was additional responsible for the Human Resources Development Center for CEE.

Next Station were Steel Industry, latest Senior Vice President HR in an international company, situated in London and Austria. His main responsibilities were Controlling and reporting of personnel expenses, all billing-relevant topics, development and implementation of a pay system, organization and coordination of the transferred employees, all aspects of labour legislation including redesign of company agreements, accordance with worker-council, tax law, personnel development, processing of personnel market and personnel marketing, recruiting, culture – development in accordance with other countries.

At FH Joanneum he is teaching with focus on HR-topics and member of the team “Arbeit der Zukunft” – “Work of the Future” – regarding actual and expected technical solutions (AR, VR) and their acceptance in industry.

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

None.

### **Course Description**

This course has been specifically designed for those looking to learn the basics of being successful in the human resources and payroll management fields.

This short course offers the opportunity for you to gain an insight into the underlying legislative and operational principles behind the processing of payroll in Austria and how to plan these costs in a company. In today's economy, it is critical to reduce costs and increase productivity wherever possible. Labor is one of your largest – if not the largest – controllable costs. So we discuss six strategies for reducing the cost and maximizing the productivity of labor force in companies and SME's.

HR work in Austria is diverse: demographics, required qualifications, and the requirements of international markets are major challenges.

Laws at European and national level form a basis for decisions. Collective agreements provide a structure that varies from industry to industry. These binding rules meet exciting demographic developments and challenges in the training and qualification structure.

Social tensions, including through integration, language barriers and other cultural challenges, also influence the corporate culture and thus the performance of the company.

National and international rules for the exchange of employees (immigration, taxation, payment, shortage list,...) influence the mobility of employees. International wage and salary dumping causes a suction of low-wage countries, which leads to the removal of manufacturing companies.

Operational personnel management is in the tension of the topics presented above. In addition, the company must be permanently positioned as an "Attractive Employer" and an "Excellent Training Company" on the labour market

### Overview of Topics and Schedule of Topics and Activities\*

| Day | Date | Topics   | Readings   |
|-----|------|--|--|
| 1   |      | <p><b>Introduction to HR-topics</b></p> <p>Company strategy and HR-topics<br/>           HR-topics (regulations, demographics)</p> <ul style="list-style-type: none"> <li>- Austria</li> <li>- EU</li> <li>- International</li> </ul> <p>Personnel cost structure; movements.<br/>           Company-driven binding of employees</p>   | <p>Statistik Austria, Austrian and European labour law</p>   |
| 2   |      | <p><b>Introduction to Payroll Management Fields</b></p> <ul style="list-style-type: none"> <li>- Personnel cost structure in Austria</li> <li>- Payroll Management</li> </ul> <p><b>- Business Case / Working Papers</b></p>   | <p>Personnel cost structure : <a href="https://www.bmf.gv.at/services/">https://www.bmf.gv.at/services/</a> and presentations to be handed in by Jelinek-Krickl</p>    |
| 3   |      | <p><b>Special topics HR</b></p> <ul style="list-style-type: none"> <li>- Company culture, measurement and influences</li> <li>- Company communication – between employees, in the company and outside</li> <li>- Austrian education system (school, university, company)</li> </ul> <p><b>- Business Case / Working Papers</b></p>   | <p>Local actual press articles “Mitarbeiter wirksam motivieren”; Florian Becker, Springer</p> <p>Working papers and presentations to be handed in by Klaus Seybold</p> |
| 4   |      | <p>Business Case / Working Papers</p> <p>In today’s economy, when many companies are facing decreased demand for their products and services, it is critical to reduce costs and increase productivity wherever possible. Labor is one of your largest – if not the largest – controllable costs.</p> <p>We discuss the six strategies for reducing the cost and maximizing the productivity of labor force.</p> | <p>Local actual articles</p> <p>WKO: dashboards and calculation sheets</p> <p>Calculations for SME`s</p> <p>ERP – HR Management Software and reports.</p>              |



## Student Learning Objectives/Outcomes

- An understanding of HR-policy in Austria and EU.
- This includes social, tax, movement aspects as well as social topics.
- This includes the payroll management in Austria.
- This includes strategies for reducing the costs of labor force.
- The student gets an idea of social topics in Austria.
- Austrian education system.
- Referring students' interests

## Teaching Approach

The learning experience will consist of:

**In Class Lectures**, where financial theories and practical problems are presented and explained as well as Seminars, where students apply theory and practice to solve case studies.

## Required Textbooks and Materials

-

## Suggested/Additional Course Materials

-

## Assessment, Assignments & Academic Calendar

### **Assessment:**

- **Active working during training:** Questions and Participation
- **Being present:** Being intime and staying during all sessions
- **Exam:** Personal talk; Analysis of a selected situation

## 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<br>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%

**Document upload and naming conventions\*:** defined by lecturer

## 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 4: Introduction to Enterprise Resource Planning (ERP)

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|                      |   |
|----------------------|---|
| <b>Course title:</b> | Introduction to Enterprise Resource Planning (ERP)  |
| <b>Semester:</b>     | Winter term 2021  |
| <b>Credits:</b>      | 5 ECTS  |
| <b>Class dates:</b>  | November 02 <sup>nd</sup> - November 05 <sup>th</sup> & November 22 <sup>nd</sup> – November 26 <sup>th</sup>   |
| <b>Class times:</b>  | 9:15h – 14:00h daily  |
| <b>Classroom:</b>    | Campus A, ground floor, seminar room 014 / Virtual room MS Teams/<br>Campus A, first floor, seminar room 124/ Campus A, first floor, EDV<br>Labor 101 |

### Professor Contact Information

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**Email:** sergi.batallamartinez@fh-joanneum.at  
**Office location:** FH JOANNEUM, Campus Kapfenberg  
**Web:** <http://www.fh-joanneum.at/iwi>

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**Name:** DI (FH) Ernst Peßl  
**Phone number:** 8306  
**Email:** Ernst.pessl@fh-joanneum.at  
**Office location:** FH JOANNEUM, Campus Kapfenberg  
**Web:** <http://www.fh-joanneum.at/iwi>

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**Name:** Mag. Daniela Wilfinger  
**Phone number:** 6341  
**Email:** daniela.wilfinger@fh-joanneum.at  
**Office location:** FH JOANNEUM, Campus Kapfenberg  
**Web:** <http://www.fh-joanneum.at/iwi>

## Instructor Bio

Sergi Batalla has 22 years' experience working as SAP consultant implementing international projects for PwC, Accenture, Coca-Cola, Unilever and Novartis among others. He works currently at the Institute Industrial Management of FH JOANNEUM at the ERP competence centre.

Ernst Peßl is Senior Lecturer in the area of ERP- and MES-Systems as well as production planning. He has experience for many years in the area of production planning in the steel and nuclear energy industry.

Daniela Wilfinger is a Lecturer at FH JOANNEUM Industrial Management in the area of Business Management and ERP-Systems.

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

(including required prior knowledge or skills)

Basic knowledge in Accounting, Logistics such as Materials Management, Sales or Production

## Course Description

Introduction to Enterprise Resource Planning (ERP):

- Overview information systems in companies
- Specific characteristics about ERP systems
- Technical and business administrative architecture of ERP systems
- Overview: core modules of SAP (FI, CO, SD, MM, PP, BW)
- Master data and functionalities,
- Selected business processes, integration aspects and business potentials
- Critical success factors implementing an ERP system
- First practical steps with an ERP-System (SAP) within the core modules (MM, PP, SD, CO)

## Overview of Topics and Schedule of Topics and Activities\*

| Day    | Date    | Topics                          | Readings                 |
|--------|---------|---------------------------------|--------------------------|
| Week 1 |         | All together                    |                          |
| 1      | 02.11.. | Introductory Lecture            | Script                   |
| 2      | 03.11.  | Introductory Lecture            | Script                   |
| 3      | 04.11.  | Introductory Lecture            | Script                   |
| 4      | 05.11.. | Introductory Lecture            | Script                   |
| Week 2 |         |                                 |                          |
| 1      | 22.11.  | Lab, project work, SAP basic    | Script for the exercises |
| 2      | 23.11.  | Lab, project work, SAP basic    | Script for the exercises |
| 3      | 25.11.  | Lab, project work, SAP advanced | Script for the exercises |
| 4      | 26.11.  | Lab, project work, SAP advanced | Script for the exercises |

### Student Learning Objectives/Outcomes

Students will be able to understand the specific characteristics of ERP software.

They know about the idea of integrated business software and are able to discuss advantages and disadvantages of that type of software.

Furthermore, they know about the core modules, the business potentials, key concepts and most important master data and functionality.

Additionally, the students will do some first steps with a Training- SAP-System. A project work in the area of ERP-Selection/Implementation will complete the course.

### Teaching Approach

Integrated concept – theory: fundamentals of ERP & practical experiences through project work and some exercises with the SAP-System

### Required Textbooks and Materials

All information about course material will be provided in the MS Teams-channel.

## Suggested/Additional Course Materials

All information about course material will be provided in the MS Teams-channel.

## Assessment, Assignments & Academic Calendar

**Written Exam (theoretical part):** tbd

**Presentation Project Work:** 26.11.2021

## 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     |
|---------------------|------------|
| Theory              | 40         |
| Lab/Project Work    | 40         |
| Attendance          | 20         |
| <b>Total points</b> | <b>100</b> |

## 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\*:** defined by lecturer

## 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: Cross Cultural and Entrepreneurial Perspectives

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|                      |   |
|----------------------|---|
| <b>Course title:</b> | Cross Cultural and Entrepreneurial Perspectives   |
| <b>Semester:</b>     | Winter term 2021  |
| <b>Credits:</b>      | 5 ECTS  |
| <b>Class dates:</b>  | November 8 <sup>th</sup> - November 19 <sup>th</sup>  |
| <b>Class times:</b>  | 9:15h – 13:00h daily  |
| <b>Classroom:</b>    | Campus A, ground floor, seminar room 014 / Virtual room MS Teams/<br>Campus A, first floor, seminar room 124/ Campus A, first floor |

### Professor Contact Information

|                         |   |
|-------------------------|---|
| <b>Name:</b>            | DI Dr. Bojan Jovanovski, MSc  |
| <b>Phone number:</b>    | +43 (316) 5453-6812   |
| <b>Email:</b>           | bojan.jovanovski@fh-joanneum.at   |
| <b>Office location:</b> | Institute of International Management<br>Campus A, 4 <sup>th</sup> floor, room number 472 |
| <b>Office hours:</b>    | by email appointment  |

### Instructor Bio

Bojan Jovanovski in the last 15 years is actively involved in the development of the start-up community and SME development in Macedonia through training, coaching and project management activities.

After working in the UKIM-FME Business Start-up Center, in 2009 he co-founded the National Centre for Development of Innovation and Entrepreneurial Learning. In this period, he was also enrolled in the development of various local, national and regional strategic documents and researches regarding entrepreneurship and innovation.

In the period 2011 – 2018, he was teaching entrepreneurship, innovation and business development related subjects at the Ss. Cyril and Methodius University in Skopje. Since September 2018, he is a Senior Lecturer (FH) at the Institute of International Management, teaching innovation and entrepreneurship related courses and supervises student projects. He is also project coordinator of two large Erasmus+ projects on innovation, entrepreneurship and (self-)employability of youth.



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

*(including required prior knowledge or skills)*

This course will provide some of the required basic skills and knowledge during the first week, but it is primarily designed to build up on the existing business (including technical and social knowledge) and experience of the students.

## Course Description

In a scope of a case challenge students will work on real-world cases, provided and presented by entrepreneurs. Students will work in intercultural teams of five to six students, together with local students from the bachelor program International Management. During the challenge, students will (further) develop their entrepreneurial and intercultural competences. They will learn new and practice currently known tools and techniques for business development and market (entry and enlargement) strategies, practicing their entre- and intrapreneurial competences.

In the case-challenge a team approach is used, which is accompanied by coaching units. The students will develop an "elevator pitch", a two-minute summary of the results, and a detailed annotated presentation that is returned to the case givers. The best solutions will be awarded in a final event. After the event the GBP participants of the teams will provide written report that will present the methodology used, the finding and the strategic recommendations to the case providers.

## Overview of Topics and Schedule of Topics and Activities\*

| Day | Date       | Topics  |
|-----|------------|---|
| 1   | 8.11.2021  | Opening, assignment of cases and teams and presentation of the cases by the case providers    |
| 2   | 9.11.2021  | Project management  |
| 3   | 10.11.2021 | Negotiation and communication; Report writing   |
| 4   | 11.11.2021 | Business model generation   |
| 5   | 12.11.2021 | Team building   |
| 6   | 15.11.2021 | Working in teams; Compulsory coaching   |
| 7   | 16.11.2021 | Working in teams; Compulsory coaching; Questions and answers sessions with the case providers |
| 8   | 17.11.2021 | Working in teams; Compulsory coaching   |
| 9   | 18.11.2021 | Working in teams; Compulsory coaching   |
| 10  | 19.11.2021 | Final event   |

## Student Learning Objectives/Outcomes

- To understand the concept of entrepreneurship
- To improve their entrepreneurial and intrapreneurial competences
- To improve their intercultural competences
- To become more prepared (motivated and skilled) for entrepreneurial and intrapreneurial behavior
- To improve their project management skills

## Teaching Approach

Teamwork, lectures, discussions, case study.

## Required Textbooks and Materials

All materials will be available on MS Teams

## Suggested/Additional Course Materials

All materials will be available on MS Teams

## Assessment, Assignments & Academic Calendar

**Assessment:** 40% (activity including compulsory coaching, pitching and presentation) + 60% final report (methodology, results, structure).

**Assignment:** Work in teams of 5-6 students on few real company cases. All teams will prepare pitches (2 minutes' presentations) for their results, and the best two per case will deliver full presentations (10 minutes). After the presentations each team will prepare final report.

**Class dates and times:** 8. –19.11.2021; 9:15 – 13:00 daily

**Final presentations:** 19.11.2021, 9:00 – 14:00

**Report deadline:** 29.11.2021, 23:59

## 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:

| %          | Grade | 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 criteria  | Points |
|--|--------|
| Pitches (15% => 6 points)<br>Consultancy sessions (15%)<br>Commented Presentations (70%) | 40     |
| Final report (90% => 54 points)<br>Timesheets (10% => 6 points)                          | 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:** withdraw of 1 point per one class missed

**Document upload and naming conventions\*:** defined by lecturer

## 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: International Finance

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|                      |   |
|----------------------|---|
| <b>Course title:</b> | International Finance                                 |
| <b>Semester:</b>     | Winter term 2021                                      |
| <b>Credits:</b>      | 5 ECTS  |
| <b>Class dates:</b>  | November 29 <sup>th</sup> - December 10 <sup>th</sup> |
| <b>Class times:</b>  | 9:15h – 14:00h daily                                  |
| <b>Classroom:</b>    | Virtual room MS Teams                                 |

### Professor Contact Information:

|                         |                                     |
|-------------------------|-------------------------------------|
| <b>Name:</b>            | Professor Branka Krivokapic - Skoko |
| <b>Phone number:</b>    | -                                   |
| <b>Email:</b>           | bkrivoka@gmail.com                  |
| <b>Office location:</b> | MS Teams                            |
| <b>Office hours:</b>    |                                     |

### Instructor Bio:

Professor 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:

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 discipline/profession of international finance is offering exciting opportunities for those students seeking careers within global financial institutions. The subject examines financial decision making in the international environment. It builds on and extends the domestic corporate finance framework to the international dimension. The topics covered include the foreign exchange market, risk management and foreign investment analysis in international business.

### Overview of Topics and Schedule of Topics and Activities:

| Day | Date        | Topics  | Readings   |
|-----|-------------|---|--|
| 1   | 29 November | The international monetary system; fixed and flexible exchange rate systems | <b>The international monetary system</b><br>Eiteman et al, Chapter 3, pp.79-87                         |
| 2   | 30 November | The foreign exchange market   | <b>The foreign exchange market</b><br>Eiteman et al, Chapter 6, pp. 180-199 and Chapter 7, pp. 216-224 |
| 3   | 1 December  | Foreign currency speculation/Revision                                       |  |
| 4   | 2 December  | Options contracts   | <b>Currency Derivates</b><br>Eiteman et al , Chapter 8, pp.239-253                                     |
| 5   | 3 December  | Inclass test (Assessment 1)   |  |
| 6   | 6 December  | Transaction exposure  | <b>Transaction exposure</b><br>Eiteman et al, Chapter 10, pp. 297-331                                  |
| 7   | 7 December  | Transaction exposure (cont)   | <b>Transaction exposure</b><br>Eiteman et al, Chapter 10, pp. 297-331                                  |
| 8   | 8 December  | No lecturers  |  |
| 9   | 9 December  | Revision/case studies   |  |
| 10  | 10 December | Exam (Assessment 2)   |  |

### Student Learning Objectives/ Outcomes:

1. An understanding of the basic concepts and terms in International Finance
2. Familiarity with the International Monetary System
3. A good knowledge of the functions foreign exchange markets, such as spot and forward exchange rates, hedging and speculation
4. 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. (2016) *Multinational Business Finance*. 13th (14th) Global Edition/ Addison Wesley, Boston, Mass.

In addition, The Financial Times and Wall Street Journal will be provided in the class and used for discussing case studies.

### Suggested/ Additional Course Materials:

Handouts will be provided for each of the topics as well as the additional printed and online material.

### Assessment, Assignments & Academic Calendar:

#### Assessment:

| Assessment     | Points |
|----------------|--------|
| In class test  | 40.0   |
| The Final exam | 50.0   |
| Attendance     | 10.0   |
|                |        |
|                |        |
| Total points   | 100.00 |

## 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%

**Document upload and naming conventions\*:** defined by lecturer

## 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 7: Latin American Business Development

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|                      |   |
|----------------------|---|
| <b>Course title:</b> | Latin American Business Development   |
| <b>Semester:</b>     | Winter term 2021  |
| <b>Credits:</b>      | 2,5 ECTS  |
| <b>Class dates:</b>  | December 13 <sup>th</sup> - December 17 <sup>th</sup>   |
| <b>Class times:</b>  | 9:15h – 13:00 pm daily  |
| <b>Classroom:</b>    | Campus A, ground floor, seminar room 014/ Virtual room MS Teams/<br>Campus A, first floor, seminar room 124 |

### Professor Contact Information

|                         |                               |
|-------------------------|-------------------------------|
| <b>Name:</b>            | Francisco Castaneda           |
| <b>Phone number:</b>    | -                             |
| <b>Email:</b>           | francisco.castaneda@umayor.cl |
| <b>Office location:</b> | -                             |
| <b>Office hours:</b>    | -                             |

### Instructor Bio

Francisco Castaneda is an economist graduated from Universidad de Chile. He holds a PhD in Geography (Development) at Loughborough University (UK) and a MSc in Money, Banking and Finance at the University of Birmingham (UK). Afterwards he held academic positions at Universidad de Santiago (USACH). Previously, he worked as an Advisor at the Chilean Ministry of Finance and then as an Economist at the Central Bank of Chile. Currently, he is Director of the Business School of Universidad Mayor, one of the leading universities in Chile.

At Universidad Mayor he collaborates on interdisciplinary projects and besides, he is a member of the university Centre of Evaluation and Business Modelling (focused on start-up and SMEs). Furthermore, Francisco recently completed (2021) a certificate program in Digital Disruption Strategies (Cambridge Judge Business School) and has deepened his skills in mentoring via a professional program run by the Chilean business accelerator UDD Ventures. On the same way, he participated in the EU-Erasmus programs “Co-innovation Masterclass” (2021) with focus on city smart and in “InnovaT” based on innovative teaching across Latin America and Europe (2019).



With regards to his professional development, he got a scholarship (2021) from Luksic Scholar for the program “International Relations and Political Economy” (London School of Economics, UK), and has received training in the Kiel Institute for the World Economy (Germany) and in APORDE -African program on rethinking development economics- (led by the Department of Trade and Industry of South Africa and French Agency for Development). He has been visiting professor (2021) at University of Birmingham (UK), University of Applied Sciences Joanneum (Austria) from 2010 up to now, University of Warsaw (Poland), FAU Erlangen (Germany), AUAS (Netherlands), UNITEC (Honduras), Euromed Grand Ecole (Marseille, France), Costa Rica and Panama (Universidad Interamericana).

Francisco has published chapters in the international handbooks Routledge (in topic about Industrial Policy) and in several Journals; Studies in Business and Economics (determinants of financial literacy), El Trimestre Economico (Economics and Finance; corporate bonds), the Geographical Journal of the Royal Geographical Society (Microfinance), CIRIEC’s working papers -Liege University (SOEs and industrial policy) and has contributed for the first Chilean entrepreneurship teaching case collection (2011), trained by Babson College (USA) and sponsored by the Chilean Luksic Scholar.

Regarding his research, Francisco is an Economist with a strong focus on: i) Macro- Financial Economics, and ii) Industrial policy, innovation and SMEs.

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

None

### **Course Description**

Latin America is a vibrant and dynamic region but one that is unequal and with stubbornly high levels of poverty. Although social gaps have become narrower in recent decades, better public policies need adopting urgently to tackle these problems.

Latin America has much development potential, based on its natural resources and raw materials, and actively participates in regional and extra-regional trade blocs.

Because of challenges it faces, Latin America – in the sphere of commodities – must expand its knowledge and tighten its embrace on technology. It must develop sectors that strengthen

global production chains with higher added value, creating more balance and reducing exposure to international economic growth cycles.

The region is inserted into a wide network of international free-trade agreements, with some countries with greater openness to the rest of the world, and others with a relatively high level of tariff protection, more oriented toward the domestic market.

Among the distinctive characteristics, the high inflation was a frequent problem in Latin America in the 60s and 80s – this problem has now been mitigated (except in some countries) but not eliminated. Also, some countries in Latin America have developed high standards of financial regulation while others are weak and lag the dominant trends in this sector. However, the battle against corruption continues to be a pending challenge, spite of some achievements in the last years in terms of accountability and transparency.

Against this backdrop, this course, starting with a recent historical diagnosis of Latin America, and explaining its conflicting internal forces in economic orientation, aims to explore the current productive structures of Latin America focusing on the largest and most representative countries. It seeks to analyze the patterns of foreign investment (laissez-faire or "guide" investment) and the economic sectors which receive the bulk of it. In addition, it aims to analyze the country risk (strengths and weaknesses) of the major economies, considering the fiscal position, the macroeconomic environment and capital flows as well as critically analyzing the existence of a suitable environment for doing business.

Also, cases of multinational Latin American companies investing in the region will be analyzed to determine the factors that underpin their success – and failure.

This course will also build understanding of how the entrepreneurial ecosystems jointly with a market oriented industrial policy (into of a suitable institutional framework) can contribute to strength the SMEs and foster the Start Ups, for creating and adapting (re-training) the skills of the workforce for a digital new context

## **Overview of Topics and Schedule of Topics and Activities\***

| Day | Topics   | Readings  |
|-----|--|---|
| 1   | <p><b>Establishing Businesses in Latin America (LA)</b></p> <ul style="list-style-type: none"> <li>-Introduction to Latin American Society</li> <li>-LA History: Evolution, Geography and Institutional Arrangements</li> <li>-The Latin American Middle-Class Consumer</li> <li>-Informal Markets</li> <li>-Corporate Strategy in LA</li> <li>-Doing Business in LA</li> <li>-Business Lessons in LA</li> </ul> <p><b>Invited Speaker: TBC</b></p> <p><b>- Daily questions - Reflections: (12:30 – 13:00)</b></p>   | <p>- (S –V-G): Chapter 1, 3 7</p> <p>Working papers and presentations to be handed in by Francisco Castañeda</p>                          |
| 2   | <p><b>Main Latin American Blocks Trade</b></p> <ul style="list-style-type: none"> <li>- Mercosur and Alianza del Pacifico/ In figures</li> <li>-Commodities production and value added</li> <li>-The need of a rejuvenated industrial policy</li> <li>-Activism of State Owned Enterprise (SOEs) in LA</li> <li>-Foreign Relations (political and trade) with EU, USA and China</li> <li>-Washington Consensus (WC) and the Post WC</li> <li>-Upgrading of firms in Global Value Chains</li> <li>-Trade and investment relationship with China: challenges and opportunities for Latin America</li> </ul> <p><b>Chile: Case of a small and open economy</b></p> <p><b>- Daily questions - Reflections: (12:30 – 13:00)</b></p> | <p>-(R – S): Chapter 7</p> <p>-(F): Chapters 8 &amp; 9</p> <p>Working papers and presentations to be handed in by Francisco Castañeda</p> |
| 3   | <p><b>Financial Environment in Latin America</b></p> <ul style="list-style-type: none"> <li>- Speculative Bubble, Deficits in Current Account, Capital Flows</li> <li>-Effects on the inflation rate, interest rate, GDP and composition of exports</li> <li>-Financial and trade channels on domestic economies</li> </ul>  | <p>- (R – S): Chapters 9 &amp; 10</p> <p>Working papers and presentations to be handed in by Francisco Castañeda</p>                      |

|   |  |   |
|---|--|---|
|   | <p>-Effects of Subprime Crisis on LA</p> <p>-Financial inclusion and Fintech: The promise of technology to bank the unbanked</p> <p>- <b>Daily questions - Reflections: (12:30 – 13:00)</b></p>  | <p>Documents of World Bank, International Monetary Fund and CEPAL (ECLAC)</p>   |
| 4 | <p><b>Economic development models and investment in Latin America:</b></p> <p>- Knowing the fault lines of the LA societies: sustainability for investors.</p> <p>-Macroeconomic variables of main LA Countries</p> <p>-COVID19 and LA: Social Impact and Public Policies</p> <p>-Development of the FDI: sectoral focus of the international investments in LA</p> <p>-Multinational companies in Latin America: an assessment of the market, risks and benefits</p> <p>-Multilatinas: multinational companies emerging from LA</p> <p><b>Speaker: TBC</b></p> <p>- <b>Daily questions - Reflections: (12:30 – 13:00)</b></p> | <p>-Selected Business Cases</p> <p>-Working papers and presentations to be handed in by Francisco Castañeda</p>   |
| 5 | <p><b>Main Entrepreneurial Ecosystems in Latin America:</b></p> <p>-Innovation Ecosystems and Financing Opportunities</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> National Innovation systems</li> <li><input type="checkbox"/> State of R&amp;D and business innovation in Chile</li> </ul> <p>-Social Entrepreneurship and Innovation: role of the civil society</p> <p>Entrepreneurial Ecosystems</p> <p>-What drives innovation? a theoretical framework</p> <p>- Innovation models</p> <p>-Start Ups, SMEs and the Triple Helix, University-Industry-Government relations.</p>                    | <p>Papers and documents of: OECD</p> <p>-CIRIEC: <a href="http://www.ciriec.uliege.be/">http://www.ciriec.uliege.be/</a></p> <p>-ECLAC: <a href="https://www.cepal.org/">https://www.cepal.org/</a></p> <p>-WB: <a href="https://www.worldbank.org/">https://www.worldbank.org/</a></p> <p>-IBD: <a href="https://www.iadb.org/">https://www.iadb.org/</a></p> <p>-UNDP: <a href="https://www.undp.org/">https://www.undp.org/</a></p> <p>-Official documents of the Chilean Government</p> <p>-Global Entrepreneurship Monitoring (GEM): <a href="https://negocios.udd.cl/gemchile/">https://negocios.udd.cl/gemchile/</a></p> |

|  |  |   |
|--|--|---|
|  | -Commodity supply and the sophistication of the exports (value added)<br>-Role of Public Policy in leveraging start up activities<br><b>Speaker:</b> TBC<br><b>InvestChile: fostering the FDI</b><br><b>Case: Start Up Chile</b> | - Working papers and presentations to be handed in by Francisco Castañeda |
|--|--|---|

### Student Learning Objectives/Outcomes

- An understanding of the heterogeneity of Latin America in economic and social terms. This includes social, tax, trade liberalization and macroeconomic aspects.
- The student can distinguish the different economic policies that coexist in the region and show different results in terms of economic performance.
- An identification of investment opportunities in Latin America (joint venture, direct foreign investment, etc.) articulating European experiences and knowledge with a more varied and complex regional supply producer.
- The student can prospect the risks and benefits of the different types of market penetration considering a map of economic risks. Which in turn he/she can be able to find niche markets in sectors that have not yet potentially scaled up.
- The student can assess the entrepreneurial ecosystems of Latin America and how this supports the surge of SMEs and Start Ups. Of the same way, understand the role of public policies to boost the social and technological change. Also it will be analysed some successful startups in the region.

### Teaching Approach

The learning experience will consist of:

**In Class Lectures:** theories applied to the Latin American context (mainly based on the most representative countries) are presented and explained. Also, the students discuss and solve case studies.

Planned learning activities and teaching methods

The course will combine conceptual lectures with a group of activities aimed at exploring the analysis of business cases, working papers and articles. Participation of the students is highly relevant to reach an adequate level of learning as well as getting a high academic achievement in terms of the marks.

## Textbooks and Materials

Butty, J. (August 8, 2017). Road trip into Chilecon valley: discover the tech ecosystem landscape of Chile!, Seedstars. Available at: <https://seedstars.com/content-hub/insights/road-trip-chilecon-valley-discover-tech-ecosystem-landscape-chile/>

Castañeda, F., Barria, D. & Carpentier, J. (2020). State Owned Enterprises (SOEs) and the Industrial Development in Latin America. In Bernier, L., Florio, M. & Bance, P. (Eds.), The Routledge Handbook of State-Owned Enterprises. Londres: Routledge.

Di Giovanni, S. (2019). Investment opportunities in the Latin American Hub. Available at <https://amchamchile.cl/wp-content/uploads/2019/03/Invest-Chile-Salvatore-Di-Giovanni.pdf>

Franko, P. (2007). The Puzzle of Latin American Economic Development. Lanham: Rowman & Littlefield Publishers. (F)

Kantis, H. & Angelelli, P. (2021). Los ecosistemas de emprendimiento de América Latina y el Caribe frente al COVID-19. Impactos, necesidades y recomendaciones. Inter-American Development Bank Publication. Available at <https://publications.iadb.org/publications/spanish/document/Los-ecosistemas-de-emprendimiento-de-America-Latina-y-el-Caribe-frente-al-COVID-19-Impactos-necesidades-y-recomendaciones.pdf>.

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### Suggested/Additional Course Materials

None

### Assessment, Assignments & Academic Calendar

#### Assessment:

Daily Tests are based on the lectures and readings.

Professor, each day, must hand the test in to students.

Tests must be solved by students and sent by email, at the following day.

4 tests / 20% weight of each one of them.

Participation: 20%

Groups: up to four students

### 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       | Genuiegend       | Sufficient   |
| 60-0     | 5       | Nicht genuiegend | 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%

**Document upload and naming conventions\*:** defined by lecturer

## 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: Strategic Management

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|                      |  |
|----------------------|--|
| <b>Course title:</b> | Strategic Management   |
| <b>Semester:</b>     | Winter term 2021   |
| <b>Credits:</b>      | 5 ECTS   |
| <b>Class dates:</b>  | January 10 <sup>th</sup> – January 14 <sup>th</sup> & January 17 <sup>th</sup> – January 21 <sup>st</sup> 2022 |
| <b>Class times:</b>  | 9:15h – 13:00h daily   |
| <b>Classroom:</b>    | Campus A, ground floor, seminar room 014/ Virtual room MS Teams/<br>Campus A, first floor, seminar room 124    |

### Professor Contact Information

|                         |  |
|-------------------------|--|
| <b>Name:</b>            | Sunil Sangra   |
| <b>Email:</b>           | <a href="mailto:sunil.sangra@bimtech.ac.in">sunil.sangra@bimtech.ac.in</a> |
| <b>Office location:</b> | -  |
| <b>Office hours:</b>    | -  |

### Instructor Bio

An MBA from IIM-Lucknow (a top-5 B-school in India), Sunil's passions are Innovation, Creativity and Strategy. He has over 32 years of rich C-Suite experience across functions and sectors. He has worked/consulted with leading organisations in India and the Middle East such as Nomura, CRISIL, The Aditya Birla Group, EXIM Bank of India, World Bank, OMZEST, HAYS and the Future Group, to name a few. He has played multiple stints as an entrepreneur and has led the most successful IPO ever, in the Indian media industry, with subscriptions exceeding US \$ 1 billion - book built by Merrill Lynch. Sunil has co-designed and facilitated a Design Thinking workshop with Prof. Srikant Datar of Harvard Business School which included participation by senior faculty members from leading B-Schools and senior executives from the corporate sector in India. Sunil has been a keynote speaker at a NHRDN (the most respected national level HRD association in India) summit with 'Building Diversity - Driving Innovation' as the theme, and a faculty and mentor for the Goldman Sachs '10,000 Women Entrepreneurs Program'. In addition, he has been teaching Strategy, Innovation and Design Thinking at leading Business Schools in India including BIMTECH. He offers Consulting, Training and Coaching services in the areas of Design Thinking and Innovation for over 4,000 business leaders in India, Europe, Egypt, China, Brazil and USA. He has been a part of the consulting team of Balanced Scorecard Collaborative (founded by Prof. Robert Kaplan of Harvard Business School) and has helped numerous organizations in India and the Middle

East in improving their Strategic Management competency including strategy formulation, articulation, execution and review.

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

None

### Course Description

Why are some business organizations more successful than others? Why are some organizations able to sustain success for longer periods of time whereas others cease to be as successful? How do some organizations achieve great success by sticking only to one industry? Why do others enter into multiple industries? This course seeks to answer some of these questions.

Business organizations have a reason for their existence. They have a character, culture and context. They have to decide on their destination and how to get there. They need to be aware of and respond to the environment that they operate in externally as well as internally. These become the basis for decisions for the future.

This course will address these issues and also enable you to understand organizations in their totality.

### Overview of Topics and Schedule of Topics and Activities\*

| Day    | Date    | Topics   | Readings/Pedagogy   |
|--------|---------|--|---|
| Monday | 10.1.22 | <p>Introduction to the course</p> <p>What is the 'Purpose' of a Business Organisation?</p> | <p>Friedman; The Social Responsibility of Business is to Increase its Profits; New York Times Magazine; September 13, 1970</p> <p>The Business Case for Purpose; HBR-EY; 2015 (<a href="https://hbr.org/resources/pdfs/comm/ey/19392HBRReportEY.pdf">https://hbr.org/resources/pdfs/comm/ey/19392HBRReportEY.pdf</a>)</p> |

|           |         |   |  |
|-----------|---------|---|--|
| Tuesday   | 11.1.22 | Vision, Mission and Values as the starting point of Strategy.   | Colin & Porras (1996); Building your company's Vision; HBR<br><br>Instructor slides, discussion and group work |
| Wednesday | 12.1.22 | Defining an Industry and conducting Industry and External Analysis (I/O view of Strategy) <ul style="list-style-type: none"> <li>• Industry definition and concentration</li> <li>• Strategic Groups</li> <li>• 5 forces framework</li> <li>• PESTEL Analysis</li> <li>• Industry lifecycles</li> </ul> New challenges: The blurring of boundaries                  | Porter; What is Strategy; HBR<br><br>Instructor slides, discussion and group work                              |
| Thursday  | 13.1.22 | Levels of Strategy <ul style="list-style-type: none"> <li>• Corporate</li> <li>• Business</li> <li>• Functional</li> <li>• Operational</li> </ul> Conducting Internal Analysis of the firm <ul style="list-style-type: none"> <li>• Competitive advantage</li> <li>• Core competency</li> <li>• Resource based view of the firm</li> <li>• SWOT analysis</li> </ul> | Hambrick & Frederickson; Are you sure you have a strategy?; Academy of Management Executive; 2001              |
| Friday    | 14.1.22 | Business Level Strategy <ul style="list-style-type: none"> <li>• Generic Business Strategies</li> <li>• Competitive Positioning</li> <li>• GE Matrix ADL Matrix</li> </ul>  | Teece et al; Plotting Strategy in a Dynamic World; MIT Sloan Management Review; Fall 2020                      |

|           |         |   |                                  |
|-----------|---------|---|----------------------------------|
| Monday    | 17.1.22 | Corporate Level Strategy <ul style="list-style-type: none"> <li>• Vertical Integration</li> <li>• Horizontal Integration</li> </ul> Diversification | Instructor slides and discussion |
| Tuesday   | 18.1.22 | Global Business Strategy  | Instructor slides and discussion |
| Wednesday | 19.1.22 | Strategy Execution  | Instructor slides and discussion |
| Thursday  | 20.1.22 | Governance, Structure and Culture and Strategy in Contemporary Times  | Instructor slides and discussion |
| Friday    | 21.1.22 | Final project presentations   |                                  |

### Student Learning Objectives/Outcomes

| <b>Course Intended Learning Outcomes</b>                   | <b>Teaching and Learning Activities</b>    |
|--|--|
| To develop Vision, Mission and Value statements for a firm | Lecture, case study discussion, exercises. |
| To conduct external and internal analysis of a firm        | Lecture, case study discussion, exercises. |
| To formulate business strategy in a global context         | Lecture, case study discussion, exercises. |

## Teaching Approach

**There will be multiple teaching approaches that will be leveraged in the course. These include:**

- Lecture, in the form of slide based presentations to be made by the instructor
- Case study based discussions for internalization of topics being discussed
- Self-study, requiring students to come prepared with assigned materials and case studies before class
- Interactive discussions between the instructor and the students and between the students with the objective of sharing questions, thoughts and reflections on the topics being covered in class
- Group exercises and activities with a view to helping students practice and internalize topics being discussed
- Videos relevant to the topics being discussed

## Required Textbooks and Materials

### Textbooks

David & David; Strategic Management: A Competitive Advantage Approach - Concepts and Cases; Pearson; 16th edition

### Web Sources

<https://www.cia.gov/library/publications/the-world-factbook/>

<http://ycsq.yale.edu/>

<http://www.globalization101.org/>

## Suggested/Additional Course Materials

### Reference books

Michael Porter; Competitive Advantage

Strategy Safari; Henry Mintzberg

Thomas Friedman; The World is Flat

Pankaj Ghemawat; Semi-globalization

Kenichi Ohmae; The Borderless World

Michael Porter; The Competitive Advantage of Nations

## Journals / Business Magazines

Journal of International Business Studies

Strategic Management Journal

Additional materials and case studies will be shared by the instructor prior to each class.

## Assessment, Assignments & Academic Calendar

| Assessment*                | Points |
|----------------------------|--------|
| Attendance (2 per class)   | 20     |
| Assignment / quiz          | 20     |
| Class participation        | 20     |
| Group Project presentation | 40     |
| total points               | 100    |

- **Short Test (20%)**: Analysis of a selected text – Questions and Group Participation
- **Short Test (20%)**: Analysis of a selected text – Questions and Group Participation
- **Short Test (20%)**: Analysis of a selected text – Questions and Group Participation
- **Final Test (40%)**: Analysis of a selected text – Questions and Group Participation

## 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 and 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\*:** defined by lecturer

## 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

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|                      |   |
|----------------------|---|
| <b>Course title:</b> | Introduction to B2B Marketing and Selling   |
| <b>Semester:</b>     | Winter term 2021  |
| <b>Credits:</b>      | 5 ECTS  |
| <b>Class dates:</b>  | January 24 <sup>th</sup> – January 28 <sup>th</sup> & January 31 <sup>st</sup> – February 4 <sup>th</sup>   |
| <b>Class times:</b>  | 9:15h – 13:00h daily  |
| <b>Classroom:</b>    | Campus A, ground floor, seminar room 014/ Virtual room MS Teams/<br>Campus A, first floor, seminar room 124 |

### Professor Contact Information

|                         |  |
|-------------------------|--|
| <b>Name:</b>            | Denny Seiger   |
| <b>Email:</b>           | denny.seiger@fh-joanneum.at  |
| <b>Office location:</b> | Institute of International Management<br>Campus A, 4 <sup>th</sup> floor |

### Instructor Bio

Mr Denny N. Seiger has worked in international marketing and sales for over 30 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 (Austria's largest adult education organisation) and sales consultant for a company specializing in digital learning solutions.

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

Knowledge about marketing (at least the 4P concept)



## Course Description

The course follows the content of selected chapters of the book Business Marketing Management by Michael Hutt, Thomas W. Speth and covers these subjects

## Overview of Topics and Schedule of Topics and Activities\*

| Day |  | Subject  | Material   |
|-----|--|--|--|
| 1   |  | Introduction   | Relevant chapter in the course literature, literature distributed on Moodle (online learning platform) |
| 2   |  | 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 | Relevant chapter in the course literature, literature distributed on Moodle (online learning platform) |

|   |  |  |  |
|---|--|--|--|
| 3 |  | 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 |  | Highlighting some elements of the marketing mix (product, price,..)  | Relevant chapter in the course literature, literature distributed on Moodle (online learning platform) |

|      |  |  |  |
|------|--|--|--|
| 5    |  | Highlighting some elements of the marketing mix (place, promotion) | Relevant chapter in the course literature, literature distributed on Moodle (online learning platform) |
| 7-10 |  | 4 Seminars with practical exercises, case studies etc.             | Seminars will be held by industry practitioners. Participation is mandatory.                           |
|      |  | Final Exam   |  |

### Student Learning Objectives/Outcomes

Upon successful completion of the course students will be able to understand the most significant differences and similarities between B2B and B2C markets. They will be able to apply and evaluate selected instruments for the analyses and formulation of B2B marketing plans. Moreover, students will be able to make informed suggestions for solutions for specific challenges in b2b marketing and critically review these.

### Teaching Approach

Learning takes place in three ways: Firstly, core material is presented and then discussed in the lectures, active participation of students is expected. Secondly, students are required to elaborate on any of the material that the lecturer presented by posting to an online discussion forum after each lecture and before the next lecture. Students gain scores according to the quality of the postings and the total score is part of the final grade. Thirdly, a test is held at the beginning of each lecture about the issues covered in the course literature and the lecture. The focus of each test will be on the issues of the most recent lecture (as per above plan).

### Required Textbooks and Materials

Mandatory literature:

- 1) Michael Hutt, Thomas W. Speh, Business Marketing Management, EMEA, 2004 edition or later (selected chapters).
- 2) All material uploaded by the lecturer to the e-learning platform and marked as “mandatory”

## Suggested/Additional Course Materials

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## Assessment, Assignments & Academic Calendar

### Factors and weight contributing to final grade:

- 1) 30%: Total points gained in Online Forum postings after each classroom session.
- 2) 30%: Performance in seminars.
- 3) 40%: Three best of the four computer-based exams at the beginning of lecture 2,3,4 and 5 (Bring your own device: Laptop, Tablet or Mobile Phone, with Moodle App installed).

### 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 and Instructor Policies

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

**Class attendance:** mandatory attendance of 80%

**Document upload and naming conventions\*:** defined by lecturer

### 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.***