

GLOBAL BUSINESS PROGRAM
COURSE SYLLABI
WINTER SEMESTER 2024



	Dates	Bank Holidays	Course	Lecturer	ECTS
GBP1	30.09.2024 - 04.10.2024		Cross Cultural Communication	Zeynep Bilgin Wührer	2,5 ECTS
GBP2	07.10.2024 - 11.10.2024		Motivation and Creative Teams	Trajce Velkovski	2,5 ECTS
GBP3	14.10.2024 - 18.10.2024		HR Management Accounting	Waltraud Jelinek-Krickl, Klaus Seybold	2,5 ECTS
GBP4	21.10.2024 - 25.10.2024		Contemporary Management	Agnieszka Żur	2,5 ECTS
GBP5	28.10.2024 - 01.11.2024	01.11.2024	Latin America Business Development	Francisco Castaneda	2,5 ECTS
	04.11.2024 - 08.11.2024		Cross Cultural and Entrepreneurial Perspectives	Bojan Jovanovski	week 1&2 = 5ECTS*
GBP6	11.11.2024 - 15.11.2024				
GBP7	18.11.2024 - 22.11.2024		Introduction to B2B Marketing and Selling	Denny Seiger	week 1&2 = 5ECTS*
	25.11.2024 - 29.11.2024				
GBP8	02.12.2024 - 06.12.2024		Design Thinking	Sunil Sangra	week 1&2 = 5ECTS*
	09.12.2024 - 13.12.2024				
	16.12.2024 - 06.01.2025		Christmas and New Year Holidays		
GBP9	06.01.2025 - 10.01.2025	06.01.2025	International Finance	Parag Rijwani	week 1&2 = 5ECTS*
	13.01.2025 - 17.01.2025				
GBP10	20.01.2025 - 24.01.2025		Introduction to Enterprise Resource Planning	Sergi Batalla Martinez	week 1&2 = 5ECTS*
	27.01.2025 - 31.01.2025			Ernst Peßl/Sergi Batalla Martinez	
					*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

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Module 1: Cross Cultural Communication

Course title:	Cross Cultural Communication
Semester:	Winter term 2024
Credits:	2,5 ECTS
Class dates:	30.09.2024 - 04.10.2024
Class times:	9:15h – 13:00h daily
Classroom:	tbd

Professor Contact Information

Name:	Zeynep Bilgin-Wührer, PhD
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Office location:	-
Office hours:	-

Instructor Bio

Prof. Bilgin-Wührer is “affiliated lecturer” for International Consumer Behavior at University of Applied Sciences FH Joanneum in Graz. She is also a lecturer at Johannes Kepler University in Linz (2013 – 2018 and since 2022 Fall).

Before moving to Austria, Prof. Bilgin-Wührer was employed full time (1990-2013) at the Department of Business Administration of Marmara University in Istanbul. She was a visiting professor in the USA at State University of West Georgia and at the University of Memphis (1998–1999), in Istanbul at Bogazici University (2004-2005), and in Austria at Johannes Kepler University in Linz (2008-2013) and at FH Joanneum in Graz (2008-2013). In Turkey she worked also as a part time lecturer at Yeditepe University (2000-2010). Dr. Bilgin-Wührer was also Erasmus lecturer in Münster, Maribor, and Pamplona and Linz.

Holding a BA in accounting & finance and an MBA in marketing from the same university, Prof. Bilgin- Wührer received her PhD from the Bogazici University in Istanbul with a major in “marketing” and minor in “organizational behavior” in 1990. A scholarship from DAAD had enabled her to work for her PhD thesis in Germany at Hamburg University (1987-1989).

Her teaching and research interests are international marketing with focus on emerging markets, international consumer behavior with focus on cultural diversity and society, international business, service quality issues and bibliometric studies on marketing history.

Publications: various books, book chapters, articles published internationally.

Professor Bilgin-Wührer’s interests beyond her academic studies are focusing on projects for

women's role and position in the society as a member of Soroptimist International Club Linz Lentos, singing as a member of Fanny Hensel KonzertChor in Linz, travelling and travel writing to learn about different cultures, and further playing piano with a focus on classical music and jazz.

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-off the Global Business Program. 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.

Overview of Topics and Schedule of Topics and Activities

Date	Topics	Work
Day 1 30.09.24	<p style="text-align: center;"><u><i>KICK OFF of GBP Group</i></u></p> <ul style="list-style-type: none"> - FH JOANNEUM in the light of international networks - Cross Cultural Focus in Classroom Environment and Matching the Student and Faculty Expectations- The fit to Austrian student life - Discussion of the Syllabus, classroom participation, assessments, and international team spirit with group work <p style="text-align: center;"><u><i>Cultural Competence and Intelligence</i></u></p> <ul style="list-style-type: none"> - Sensing, understanding, and accepting the cultural differences - Mindfulness and cultural understanding 	<p>Articles</p> <p>Case Studies</p> <p>Building Study Groups</p>
Day 2 01.10.24	<p style="text-align: center;"><u><i>Cultural Awareness & Identity</i></u></p> <ul style="list-style-type: none"> - Culture Codes <ul style="list-style-type: none"> o Styles differ: observable aspects of culture o Culture is an Iceberg: non-observable aspects of culture - Verbal and Non-verbal Communication <ul style="list-style-type: none"> o The power of language and linguistic relativity o The power of non-verbal communication 	<p>Discussion of articles</p>

Day 3 02.10.24	<p><u><i>Cross Cultural Communication Dimensions Affecting Business Relations</i></u></p> <ul style="list-style-type: none"> - E. Hall – dimensions of cross cultural values - G. Hofstede – country specific differences in cultural communication - F. Trompenaars – country specific differences in cultural communication - Schwartz: European Organizations and Cultural Values <p style="text-align: center;">Different articles:</p> <ul style="list-style-type: none"> - Smith-Dugan-Trompenaars / Aycan / Cagliano / Kasser / Basabe / Schwartz-Smith-Peterson studies and beyond 	Discussion: <i>Cross-cultural Dimensions Based Studies Covering Different Countries</i>
Day 4 03.10.24	<p style="text-align: center;"><u><i>Intercultural Communication Pitfalls</i></u></p> <ul style="list-style-type: none"> - Stereotypes – cliches in minds as barriers - Communication styles – coding and decoding - Divergence in speech, language, perceptions of same words - Cultural standards / greeting / conversation rituals / etiquette <p style="text-align: center;"><u><i>Cultural Dimensions in Different Markets</i></u></p> <ul style="list-style-type: none"> - A focus on the student's own cultures and leadership styles <p style="text-align: center;"><u><i>Comparison of European Regions</i></u> Review of the Basic Concepts + Focus on Questions about Presentations</p>	Discussion: <i>Cultural Dimensions in Different Markets</i> - focus on the world of student's
Day 5 04.10.24	Exam and Term Paper Presentations	

Student Learning Objectives/Outcomes

The objective of the course is to further develop the student's cultural competence for a better understanding of life in international environments. This starts by consciously focusing on the awareness about the own culture by learning about culture codes and approaches to topics such as global citizenship and the global village, which strongly influence our cultural identity. The student will also be familiarized with different theoretical approaches about cultural differences and similarities (Edward Hall, Shalom Schwartz, Geert Hofstede, Fons Trompenaars, Mitchell Hammer, GLOBE studies) and learn how to successfully respond to critical incidents that might occur in business situations.

While the lecturer presents the basic theoretical knowledge with power points and gives a related text to the course material. Daily in class discussions build the interactive nature of the course. At the end of the week the students write a short exam and then present the cases / articles they worked on in small groups of 3-4 people.

Required Textbooks and Materials

To be provided by lecturer before course start.

Literature

- Ferraro, Gary P. and Briody, Elizabeth K. (2023), The Cultural Dimension of Global Business
- Gesteland, Richard, R. (2012). Cross-Cultural Business Behavior: A Guide for Global Management, 5th Edition. Copenhagen: Copenhagen Business School Press.
- Hofstede, Geert (1991). Cultures and Organizations – Intercultural Cooperation and its Importance for Survival. London: HarperCollins Publishers.
- Lustig, Myron W. & Koester, Jolene. (2010), Intercultural Competence: Interpersonal Communication Across Cultures. 6th edition. Allyn & Bacon.
- Rodon, Nakai (2023). Cross-Cultural Communication: Navigating The Complexities Of Globalization
- Sabala, Gus (2023). Cross-Cultural Management and Negotiations: The Major Differences Between Western and Eastern People.
- Storti, Craig (2017), Cross Cultural Dialogues: 74 Brief Encounters with Cultural Difference Trompenaars, Fons. Hampden-Turner, C. (2000). Riding the Waves of Culture. Bradley Publishers, Inc.

Assessment, Assignments & Academic Calendar

According to the **E-study an Examination Regulations** of FH JOANNEUM, University of Applied Sciences

*“The assessment of an examination or a pre-academic or academic student thesis will be declared invalid if the examination results have been obtained **fraudulently**.*

The annulled examination shall count towards the total number of examination attempts.

*The consequences of fraudulent acts such as **plagiarism** or **ghostwriting** shall be subject to Sec. 20 of the FHG.*

In addition, the "FH JOANNEUM measures for checking plagiarism in pre-academic and academic student theses" and the "Guideline for Good Scientific Practice and Prevention of Research Misconduct" as amended and approved by the Board shall apply”

For the preparation of examination performances, only those artificial intelligence assistance systems are permitted that are explicitly approved by the course instructor. Any unauthorized use of artificial intelligence assistance equals a fraudulent examination result.

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	10
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: -

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 is to be evaluated by the students.

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: Motivationa and Creative Teams

Course Title: Motivation and Creative Teams

Semester: Winter semester 2024

Credits: 2.5 ECTS

Class dates: 07.10.2024 - 11.10.2024

Class times: 9:15 a.m. – 1:00 p.m.

Classroom: Please check the schedule

Professor Contact Information

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Office location: /

Office hours: upon previous arrangement

Web (if available):

<https://www.mf.ukim.edu.mk/mk/content/%D0%B2%D0%B5%D0%BB%D0%BA%D0%BE%D0%B2%D1%81%D0%BA%D0%B8-%D1%82%D1%80%D0%B0%D1%98%D1%87%D0%B5-0>

Instructor Bio

[D-r. Trajce Velkovski](#) is an assistant professor at the Faculty of Mechanical Engineering, Ss. Cyril and Methodius University in Skopje, Macedonia, covering courses in the field of Small Business Management and Innovation, Human Resource Management, Project Management, Ergonomics, Occupational Safety and Work. He is currently coordinator of the university Business Start-up Centre, manager of the Centre of Vocational Excellence (CoVE) in Green Innovation in Skopje, Macedonia and co-founder and expert in the National Centre for Development of Innovation and Entrepreneurial Learning. He has been involved in more than 50 research projects, funded by European Union and other donors, and has published more than 80 publications in the field of Industrial Engineering and management. He has experience as a lecturer at the Universities in Burkina Faso-Africa, Novi Sad – Serbia and many more international experiences as a Techer, Trainer, or Researcher.

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

None

Course Description

The overall objective of this course is to get a deeper insight into Human Resource Management and Teamwork as a collaborative approach or strategy for facilitating companies to achieve their company goals. The need for motivation and development of creative teams came out of the industry needs and the new organization strategies of the companies with huge emphasis on the Teamwork and Project based working environment. According to this, working in teams, motivating the teams, and understanding the team roles is becoming one of the most important soft skills for every student that would like to succeed on the labour market.

Overview of Topics and Schedule of Topics and Activities

Day	Date	Topics
1	October 7	Foundations of Motivation: Theories of motivation (e.g., Maslow's Hierarchy of Needs, Self-Determination Theory) Intrinsic vs. extrinsic motivation, Motivational needs, and drivers in creative individuals Understanding Creative Teams: Stages of team development, Roles, and responsibilities within creative teams,
2	October 8	Building a Motivational Team Environment: Goal setting and performance management, Providing feedback and recognition, Communication, and conflict resolution strategies
3	October 9	Leadership for Creative Teams: Styles of leadership and their impact on creativity, Empowering and delegating tasks, providing mentorship and coaching, Building and sustaining a positive team culture
4	October 10	Tools and Techniques for Motivation: Brainstorming and idea generation techniques, Design thinking and problem-solving methods, Gamification and other engaging activities, Performance management and reward systems.
5	October 11	Final presentations, Working in teams;

Student Learning Objectives/Outcomes

Course objectives:

- Understand the different theories of motivation and their application in creative teams.
- Identify the factors that contribute to a highly motivated and creative team environment.
- Analyze the dynamics of creative teams and understand the roles of individual members.
- Recognize the challenges and opportunities faced by contemporary creative teams.
- Be familiar with various tools and techniques for motivating and managing creative teams.

Competences:

- Apply motivational theories to assess and improve individual and team motivation.
- Design and implement strategies to foster creativity and collaboration within teams.
- Facilitate effective communication and conflict resolution within creative teams.
- Evaluate the effectiveness of different motivational approaches for specific team contexts.
- Demonstrate effective leadership skills in managing and motivating creative teams.

Teaching Approach

Types of learning/teaching:

- Frontal teaching
- Teamwork in smaller groups
- Interactive/inclusive teaching
- Independent students work
- E-learning

Teaching methods:

- Explanation
- Conversation/discussion/debate
- Video materials
- Self-assessment techniques
- Work with texts
- Case studies from the industry
- Different presentation
- Reflection papers.

Required Textbooks and Materials

- Machado, C. (2018). Organizational Behaviour and Human Resource Management A Guide to a Specialized MBA Course. Springer.

Suggested/Additional Course Materials

- Grivas, C., & Puccio, G. (2011). The innovative team: Unleashing creative potential for breakthrough results. John Wiley & Sons.
- Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2014). Ebook: Fundamentals of Human Resource Management. McGraw Hill.
- Gary Dessler (2020). Human Resource Management (16th edition) Pearson

Assessment, Assignments & Academic Calendar

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- Seminar paper – document 50%
- Teamwork – presentation 40%
- Active participation 10%

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 genuegend	Failed
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Assessment*	Points
Seminar paper – document	50
Teamwork – presentation	40
Active participation	10
total points	100

Course & Instructor Policies

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

Extra credit: not possible

Class attendance: withdraw of 1 point/percent per one class missed

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 be evaluated by the students.

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

Course title:	HR Management Accounting
Semester:	Winter term 2024
Credits:	2,5 ECTS
Class dates:	14.10.2024 - 18.10.2024
Class times:	9:15h – 13:00h daily
Classroom:	tbd

Professor Contact Information

Name:	Waltraud Jelinek-Krickl
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Office hours:	-
Name:	Klaus Seybold
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Office location:	Werk-VI-Straße 46, A-8605 Kapfenberg
Office hours:	-

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 in 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

Jelinek-Krickl

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.

Seybold

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, skilled worker's lack 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.

Strategic and 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	Oct,14	<p>Introduction to HR-topics</p> <p>Company strategy and HR-topics</p> <p>HR-topics (regulations, demographics)</p> <ul style="list-style-type: none"> - Austria - EU - International <p>Personnel cost structure; movements, demographic trends, lack of skilled workers. Company-driven binding of employees</p>	<p>Statistik Austria, Austrian and European labour law</p>
2	Oct,15	<p>Introduction to Payroll Management Fields</p> <ul style="list-style-type: none"> - Personnel cost structure in Austria - Payroll Management - Business Case / Working Papers 	<p>Personnel cost structure: https://www.bmf.gv.at/services/ and presentations to be handed in by Jelinek-Krickl</p>
3	Oct,16	<p>Special topics HR</p> <ul style="list-style-type: none"> - Company culture, measurement and influences - Company communication – between employees, in the company and outside - Austrian education system (school, university, company) - Business Case / Working Papers 	<p>Local actual press articles</p> <p>“Mitarbeiter wirksam motivieren”; Florian Becker, Springer</p> <p>Conflict escalation model glasl.pdf (cleconsulting.com.au)</p> <p>Working papers and presentations to be handed in by Klaus Seybold</p>
4	Oct,17	<p>Business Case / Working Papers</p>	<p>Local actual articles</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>WKO: dashboards and calculation sheets</p> <p>Calculations for SME's</p> <p>ERP – HR Management Software and reports.</p>
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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

- Reyes, J. & Sawyer, C. (2011). Latin American Economic Development. New York: Routledge. (R-S)
- Franko, P. (2007). The Puzzle of Latin American Economic Development. Lanham: Rowman & Littlefield Publishers. (F)
- Spillan, J., Virzi, N. & Garita, M. (2014). Doing Business In Latin America: Challenges and Opportunities. Routledge. (S-V-G)

Suggested/Additional Course Materials

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Assessment, Assignments & Academic Calendar

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The annulled examination shall count towards the total number of examination attempts.
The consequences of fraudulent acts such as **plagiarism** or **ghostwriting** shall be subject to Sec. 20 of the FHG.

In addition, the "FH JOANNEUM measures for checking plagiarism in pre-academic and academic student theses" and the "Guideline for Good Scientific Practice and Prevention of Research Misconduct" as amended and approved by the Board shall apply”

For the preparation of examination performances, only those artificial intelligence assistance systems are permitted that are explicitly approved by the course instructor. Any unauthorized use of artificial intelligence assistance equals a fraudulent examination result.

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 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*:

Course Evaluation

According to the policy of the Institute of International Management at FH JOANNEUM, after the course completion each course is to be evaluated by the students.

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: Contemporary Management

Course title:	Contemporary Management
Semester:	Winter Term 2024
Credits:	2,5 ECTS
Class dates:	21.10.2024 - 25.10.2024
Class times:	9:15am – 1pm daily
Classroom:	tbd

Professor Contact Information

Name: Professor Agnieszka Żur, PhD

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Office location: Krakow

Office hours: upon previous arrangement

Web (if available): <https://www.linkedin.com/in/agnieszka-%C5%BCur-phd-59bba51a4/>

Instructor Bio

Agnieszka Zur is an academic educator and researcher. She works in the Department of Entrepreneurship and Innovation at Cracow University of Economics and is the Director of Executive MBA Program at the Cracow University of Economics Business School. Author of publications on corporate entrepreneurship, social entrepreneurship and higher education teaching and learning. She has a long and extensive experience in teaching (BA, MA, MBA, PhD students) on topics of management and entrepreneurship. Author of study programs and numerous academic courses based on flipped classroom and social constructivist pedagogy, MOOC developer and coauthor of an award winning Massive Open Online Course on Intrapreneurship and laureate of Teaching Innovation and Entrepreneurship Excellence International Awards 2018. Certified trainer and academic tutor. Her professional expertise is in quality assurance of teaching and learning. Trainer for academic faculty. She serves as peer review team member on EFMD international accreditation processes for business schools around the world. Reviewer for several Impact Factor journals and member of Editorial Board of Social Entrepreneurship Review. She is a speaker at business and academic events and guest lecturer at universities.

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

None

Course Description

The overarching goal of this course is to develop an understanding of the complexity and interconnectivities of contemporary organizations, their VUCA environments, and the key challenges faced by people and leaders of these organizations and to grasp the relevant management theories and concepts which serve to effectively address these challenges.

Overview of Topics and Schedule of Topics and Activities

Day	Date	Topics	Readings
1	Oct 21	Managing organizations and managerial decision making- learning from bottom up	Folder Literature and case study on Moodle
2	Oct 22	Managerial context – environment as stimuli for change	Folder Literature on Moodle
3	Oct 23	Planning and strategy	Folder Literature and case study on Moodle
4	Oct 24	People management – leading, motivating, including	Folder Literature and case study on Moodle
5	Oct 25	Self management – cultivating the leader within	Folder Literature on Moodle

Student Learning Objectives/Outcomes

Specific competences - Upon successful completion, participants will:

Knowledge:

1. Familiarize with relevant management theories,
2. Gain an understanding of contemporary management challenges
3. Comprehend the complexity of contemporary VUCA managerial environments.

Skills:

1. Critically analyze and evaluate managerial problems and real life situations.
2. Select and apply relevant management theories, concepts and tools to real life situations.
3. Develop critical thinking, analytical thinking, communication and problem solving skills.
4. Develop effective learning practices (individual and team level)

Mindset:

1. Raise their awareness of contemporary environmental, social and political responsibilities of managers.
2. Strengthen lifelong learning behaviors.
3. Develop faith and trust in dialogue, communication and cooperation.
4. Develop self-awareness in areas of personal values and ethical compass.

Teaching Approach

This is an intensive hands-on course which follows the flipped classroom teaching approach and social constructivist pedagogy. Within our learning community students are required to work independently, as well as in teams. They must always come in fully prepared by accessing the course content on the moodle platform and fulfilling all the activities assigned.

Each unit follows a similar scenario:

- Students' individual asynchronous work and preparation for class
- Real life case study (work in teams, teams' presentations of solutions then forum discussion)
- Listing relevant topic questions
- Lecture and forum discussion
- Mind-maps of relevant themes, theories, concepts and tools
- Wrap-up
- Assigned readings and reflective writing

Required Textbooks and Materials

- Ricky W. Griffin 2017. Management. 12th edition Cengage Learning

Suggested/Additional Course Materials

Principles of management, Open Textbook Library [Principles of Management – Open Textbook \(umn.edu\)](https://openstax.org/r/principles-of-management)

- Celine Schillinger 2022. Dare to Un-Lead: The Art of Relational Leadership in a Fragmented World, Figure 1 Publishing
- Articles and video materials provided by the instructor via moodle platform

Assessment, Assignments & Academic Calendar

The final grade will comprise of:

- 5 group work presentations delivered during session as a final effect of students' teamwork (team mark, which means everyone in the team gets the same mark). Criteria: teamwork, problem solving, task completion, effectiveness, theory application, creativity, quality of graphic and/or oral presentation
- 5 reflective notes checks submitted after each class (individual mark). Criteria: clarity, connection to studies theories and concepts, reflectiveness, demonstration of analytical and critical thinking
- Final exam (mix of closed and open questions, case incidents)

In order to be qualified you must have at least 50% within each group of points.

The construction of the final grade will be the following:

- Teamwork – 25%
- Reflective notes - 25%
- Final exam 50%

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
Teamwork and team presentations	25
Reflective notes	25
Final exam	50
total points	100

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

Course & Instructor Policies

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

Extra credit: not possible

Class attendance: mandatory attendance of 80%

Late work: /

Document upload and naming conventions*: CM_reflective_notes_family_name_2022

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

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The annulled examination shall count towards the total number of examination attempts.

*The consequences of fraudulent acts such as **plagiarism** or **ghostwriting** shall be subject to Sec. 20 of the FHG.*

In addition, the "FH JOANNEUM measures for checking plagiarism in pre-academic and academic student theses" and the "Guideline for Good Scientific Practice and Prevention of Research Misconduct" as amended and approved by the Board shall apply"

For the preparation of examination performances, only those artificial intelligence assistance systems are permitted that are explicitly approved by the course instructor. Any unauthorized use of artificial intelligence assistance equals a fraudulent examination result. 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.

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

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: Latin American Business Development

Course title:	Latin American Business Development
Semester:	Winter term 2024
Credits:	2,5 ECTS
Class dates:	28.10.2024 - 31.10.2024
Class times:	9:15h – 14:00 pm daily
Classroom:	tbd

Professor Contact Information

Name:	Francisco Castaneda
Phone number:	-
Email:	francisco.castaneda@umayor.cl
Office location:	-
Office hours:	-

Instructor Bio

Francisco Castaneda is an economist graduated from Universidad de Chile. He holds a PhD in Geography (Economic Development) at Loughborough University (UK) and a MSc in Money, Banking and Finance at the University of Birmingham (UK). Starting his professional career, he worked as Advisor at the Chilean Ministry of Finance and as an Economist at the Central Bank of Chile. Francisco has also built a career in academia. With regards to his professional development, he received a scholarship (2021, “Luksic Scholars”) for the program “Business, International Relations & Political Economy” (London School of Economics), training in “Advanced Economic Growth” (2017) at the Kiel Institute for the World Economy (Germany) and participated in APORDE – African program on rethinking development economics – in 2011 (grant from the South African Department of Trade & Industry).

In terms of his research, Francisco has published chapters in the international handbooks Routledge (Industrial Policy and SOEs), Elgar (Green financing) and in several journals: Studies in Business and Economics (Determinants of Financial Literacy), El Trimestre Economico (Finance; Corporate Bonds), the Geographical Journal of the RGS (Microfinance), CIRIEC’s working papers (SOEs and Industrial Policy) and contributed to the first Chilean entrepreneurship teaching case collection, 2011 (Babson College, USA).

Also, Francisco participates a member of Scientific Committee of Public Economics in CIRIEC Belgium (International Centre of Research and Information on the Public, Social and Cooperative Economy) with seat in Liege. CIRIEC is a non-governmental international scientific organization.

He has been visiting professor since 2019 at University of Birmingham (UK), University of Applied Sciences Joanneum (Austria) from 2010-present, University of Warsaw (2017), FAU Erlangen-Nürnberg, (2016), UNITEC (Honduras), Euromed Grand Ecole (Marseille, France), Costa Rica and Panama (Universidad Interamericana).

Furthermore, to enhance his skillsets and capacity in his current role as academic director, Francisco has completed short specialist courses such as a Certificates in Renewable Energy Finance (2022, Frankfurt School of Finance and Management) and in Digital Disruption Strategies (2021, Cambridge Judge Business School). He also participated in the EU-Erasmus programs “Co-innovation Masterclass” (2021) with a focus on smart cities.

In his career in higher education, he has managed academic programs and has been – and continues to be – a proponent of supporting the insertion of students in the international academic sphere (international projects, scholarships and double degrees), participating currently in jointly projects with PUC Campinas (Brazil), UPB (Colombia), Vives University (Belgium), Wiesbaden Business School (Germany), University of Agriculture in Krakow (Poland) and HZ University (Netherlands).

Francisco, as a researcher, has a strong focus on the following fields:

Industrial policy, innovation & international trade,

Macro-Financial Economics.

Both lines of research lie at the intersection of economic and business development in Latin America.

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.

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.

1	<p>Introduction to Latin American Society Latin American History: Evolution, Geography and Institutional Arrangements. -Major themes in Latin America: poverty, inequality, political cycles, corruption - Major business trends in Latin America. - Business Case</p>	<p>(S –V-G): Chapters 1 & 3 (F): Chapters 1 & 2 -Papers of WB, IMF, IDB and CEPAL (ECLAC) -Working papers and presentations to be handed in by Francisco</p>
2-3	<p>Main Latin American Blocks Trade Mercosur y la Alianza del Pacifico -Commodities production and the need of value added. -A new and rejuvenated Industrial policy and the complexity of the economic</p>	<p>- (R – S): Chapter 7 - (F): Chapters 8 & 9 -Working Papers and presentations to be handed in by Francisco</p>

	<p>development. Foreign Relations (political and trade) with EU, USA and China. Washington Consensus and the Post-Washington Consensus Political Risk Analysis Chile: Case of a small and open outward oriented economy.</p>	
3-4	<p>Financial Crisis in Latin America - Speculative Bubble, Deficits in Current Account, Capital Flows and variation in the Stock Exchanges. -Effects on the inflation rate, interest rate, GDP and composition of exports. Financial and trade channel on domestic economies Effects of Subprime Crisis on Latin America Business Case</p>	<p>- (R – S): Chapters 9 & 10 Working papers and presentations to be handed in by Francisco</p>
5	<p>Establishing Businesses in Latin America -Doing Business in Latin America: culture, legal, political and economic framework issues to be considered (major challenges). The Latin American Middle Class</p>	<p>- (S –V-G): Chapter 7 (S –V-G): Chapter 8 -Working papers and presentations to be handed in by Francisco Castañeda</p>

	<p>Consumer. Geography and Informal Markets. Opportunities in the Upgrading of firms in the Latin American Global Value Chains. Business Lessons in Latin America</p> <p>Business Case</p>	
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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.

Teaching Approach

The learning experience will consist of:

In Class Lectures, where financial theories and practical problems are presented and explained;

Seminars, where students apply theory and practice to solve case studies.

Required Textbooks and Materials

- Reyes, J. & Sawyer, C. (2011). Latin American Economic Development. New York: Routledge. (R-S)
- Franko, P. (2007). The Puzzle of Latin American Economic Development. Lanham: Rowman & Littlefield Publishers. (F)
- Spillan, J., Virzi, N. & Garita, M. (2014). Doing Business In Latin America: Challenges and Opportunities. Routledge. (S-V-G)

Suggested/Additional Course Materials

Butty, J. (August 8, 2017). Road trip into Chilean valley: discover the tech ecosystem landscape of Chile!, Seedstars. Available at:

<https://seedstars.com/content-hub/insights/road-trip-chilean-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>

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>.

Lederman, D., Messina, J., Pienknagura, S. & Rigolini, J. (2013). Latin American Entrepreneurs: Many Firms But Little Innovation. World Bank Latin American and Caribbean Studies. Available at: <http://documents1.worldbank.org/curated/en/800041468015024160/pdf/Latin-American-entrepreneurs-many-firms-but-little-innovation.pdf>.

OECD (2020). Policy Note on Latin America: Leveraging the Impact of New Technologies. OECD Development Centre. Available at <https://www.oecd.org/dev/EMnet-Latin-America-Policy-Note-2020.pdf>.

Orejas, R., Buckland, H. & Castizo, R. (2016). Study of Social Entrepreneurship and Innovation ecosystems in the Latin American Pacific Alliance Countries. Regional Analysis: Chile, Colombia, Costa Rica, Mexico & Peru. Fundación Ecología y Desarrollo. Inter- American Development Bank, Office of the Multilateral Investment Fund, Technical Note IDB-TNT-1148. Available at <https://publications.iadb.org/publications/english/document/Study-of-Social-Entrepreneurship-and-Innovation-Ecosystems-in-the-Latin-American-Pacific-Alliance-Countries-Regional-Analysis-Chile-Colombia-Costa-Rica-Mexico--Peru.pdf>

Assessment, Assignments & Academic Calendar

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*The consequences of fraudulent acts such as **plagiarism** or **ghostwriting** shall be subject to Sec. 20 of the FHG.*

In addition, the "FH JOANNEUM measures for checking plagiarism in pre-academic and academic student theses" and the "Guideline for Good Scientific Practice and Prevention of Research Misconduct" as amended and approved by the Board shall apply".

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Assessment:

- 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

(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

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

Module 6: Cross Cultural and Entrepreneurial Perspectives

Course title:	Cross Cultural and Entrepreneurial Perspectives
Semester:	Winter term 2024
Credits:	5 ECTS
Class dates:	04.11.2024 - 15.11.2024
Class times:	9:15h – 13:00h
Classroom:	tbd

Professor Contact Information

Name:	DI Dr. Bojan Jovanovski, MSc
Phone number:	+43 (316) 5453-6812
Email:	bojan.jovanovski@fh-joanneum.at
Office location:	Institute of International Management Campus A, 4 th floor, room number 470
Office hours:	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 research 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

This course will provide some of the required basic skills and knowledge during the first week, but it is primary 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	04.11.2024 9:15 – 13:00	Opening, assignment of cases and teams and presentation of the cases by the case providers
2	05.11.2024 9:15 – 13:00	Project management and design thinking
3	06.11.2024 9:15 – 13:00	Creativity and business model generation
4	07.11.2024 9:15 – 13:00	Communication, negotiation, and presentation
5	08.11.2024 9:15 – 13:00	Guest lecturers; Report writing
6	11.11.2024 9:15 – 13:00	Working in teams; Compulsory coaching
7	12.11.2024 9:15 – 13:00	Working in teams; Questions and answers sessions with the case providers
8	13.11.2024 9:15 – 13:00	Working in teams; Compulsory coaching
9	14.11.2024	Working in teams; Compulsory coaching

	9:15 – 13:00	
10	15.11.2024 9:15 – 13:00	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
- To improve their presentation (and pitching) skills

Teaching Approach

Teamwork, lectures, discussions, guest speakers, real-company 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

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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.

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) Consultancy sessions (15%) Commented Presentations (70%)	40
Final report (90% => 54 points) 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

Course Evaluation

According to the policy of the Institute of International Management at FH JOANNEUM, after the course completion each course is to be evaluated by the students

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: Introduction to B2B Marketing and Selling

Course title:	Introduction to B2B Marketing and Selling
Semester:	Winter term 2023
Credits:	5 ECTS
Class dates:	18.11.2024 - 29.11.2024
Class times:	9:15h – 13:00h
Classroom:	tbd

Professor Contact Information

Name:	Denny N. Seiger
Email:	Denny.Seiger@fh-joanneum.at
Office location:	-
Office hours:	-

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.

Mode of delivery:

Face-to-face, self-study

Prerequisites and co-requisites:

Knowledge about marketing (at least the 4P concept)

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

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	Segmentation and organizational demand, products and services.	Relevant chapter in the course literature, literature distributed on Moodle (online learning platform)
4	Organizational buying and customer relationships.	Relevant chapter in the course literature, literature distributed on Moodle (online learning platform)
5-6	Selected elements of the marketing mix.	Relevant chapter in the course literature, literature distributed on Moodle (online learning platform)
7-10	4 Seminars with practical sales and marketing exercises, case studies etc.	Seminars will be held together with local students of the bachelor program. Instructors are industry practitioners. Participation is mandatory.

Learning Outcome

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.

Recommended or required reading and other learning resources / tools:

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:

- 3) Ellis, Nick; Business-to-Business Marketing; 2011, Oxford University Press.

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

Some additional material is provided by the lecturer and distributed through the online learning platform.

Planned learning activities and teaching methods: 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).

Assessment methods and criteria: 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 of the four computer-based exams at the beginning of each lecture (except the first). Bring your own device: Laptop, Tablet or Mobile Phone with Moodle App installed.

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For the preparation of examination performances, only those artificial intelligence assistance systems are permitted that are explicitly approved by the course instructor. Any unauthorized use of artificial intelligence assistance equals a fraudulent examination result.

Grading Policy

%			
	numeric	German	English
100 - 93	1	Sehr Gut	Excellent
92-85	2	Gut	Good
84-71	3	Befriediegend	Satisfactory
70-61	4	Genuegend	Sufficient
60-0	5	Nicht genuegend	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 be evaluated by the students

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: Design Thinking

Course title:	Design Thinking
Semester:	Winter term 2024
Credits:	5 ECTS
Class dates:	02.12.2024 - 13.12.2024
Class times:	9:15h – 13:00h
Classroom:	tbd

Professor Contact Information

Name:	Sunil Sangra
Email:	sunil.sangra@bimtech.ac.in
Office location:	-
Office hours:	-

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

Organizational success in the past has largely been about replicating prior period successes into a relatively similar and predictable future. Therefore linear, analytical, and sequential thinking has been instrumental in success. Many aspects of education around the world have also focused on these. However, the present we are operating in, and the future we are heading into is going to be significantly different from the past that we have come from. It is going to be more uncertain, unpredictable, and exponential, resulting in greater complexity along with exponential opportunities and exponential organizations. While logical, linear, analytical, and sequential thinking will continue to be required it will not be sufficient to thrive in this future. Individuals and organizations will also need to adopt non-linear, intuitive, empathetic, and creative thinking to succeed in this uncertain future. A whole new way of thinking will be required.

Design Thinking has been recognized the world over as an important part of managers' skills and capabilities to successfully harness the power of non-linear, creative, and empathetic approaches. Research done by the Design Management Institute in Boston on the Design Value Index has shown that organizations with a strong Design Thinking consciousness have generated returns, which are 211% higher than that of the S&P 500 over a period of 10 years. (*Design Value Index*, Jeneanne Rae, Design Management Review, 2016). These are companies such as Apple, Google, IBM, SAP, Nike, Target, P&G, Coca Cola and so on. Similarly, "The Value of Design Factfinder Report" (Design Council, U.K., 2007) concluded that Design led businesses created 200% higher returns as compared to the FTSE 100 over a period of 10 years. A more recent report from McKinsey (2018) also stated that organizations with a Design driven approach have generated returns that are twice that of their peers.

Overview of Topics and Schedule of Topics and Activities*

Day	Date	General Topic	Readings/Exercise	Approach/ Pedagogy
Module 1: Introduction to Design Thinking				
1	02-12.24	Why is Design Thinking Important?	<i>Pitsis et al; Designing the Future: Strategy, Design, and the 4th Industrial Revolution; CMR 2020 Vol 62(2) 5-11</i>	Lecture, discussion
2	03-12-24	What is Design Thinking?	<i>Brown. T; Design Thinking; Harvard Business Review + Design Thinking case study (to be distributed)</i>	Lecture, discussion, exercise
3	04-12.24	The Art of Framing and Reframing problem statements and developing Design Briefs Developing an empathetic approach to problems	Exercise: Abstraction Laddering Exercise: First Principles Thinking Exercise: Stakeholder Mapping <i>In-class quiz</i> <i>Both T.; Design Project Scoping Guide; Hasso Plattner Institute of Design at Stanford; 2019</i>	Lecture, discussion, exercise
Module 2: Empathy				
4-5	05-12.24 & 06-12-24	Group presentations (Assessment) Personas, Empathy Mapping, Customer Journey Mapping, Jobs-to-be-done	Problem statement + Design Brief + Stakeholder Map <i>Meier & Meier; Interview Based Customer Insights in Developing Countries; Columbia 2020</i> <i>Rosenblaum et al; How to create a realistic customer journey map; Business Horizons (2017) 60, 143-150</i> <i>Almquist et al; The Elements of Customer Value; HBR; 2016</i> <i>Almquist et al; The B2B Elements of Value; HBR: 2018</i>	Student presentations & feedback

Module 3: Ideas, Imagination and Creativity				
6	09-12.24	Harnessing Creativity: Overcoming Barriers to creative expression	Exercise: Creative Expression Exercise: Football <i>Kelley David & Tom; Creative Confidence; William Collins; 2013</i> Exercise: Round Robin Exercise: Creative Matrix	Lecture, discussion, exercise
Module 4: Prototyping & Testing				
7	10-12.24	Prototyping	Exercise: Prototyping <i>Giff Constable; Testing with Humans; 2018</i>	Lecture, discussion, exercise
8	11-12.24	Designing Value Proposition and Business Models; and Pivoting	Exercise: Business Model Canvas Exercise: Value Proposition Canvas <i>Blank Steve; Why the Lean Start-up Changes Everything; HBR; May 2013</i>	Lecture, discussion, exercise
Module 5: Design for Strategy & Final Project Presentations				
9	12.12.24	Design Thinking for Strategy and Change	<i>Abraham & Meehan; DBS Transformation: Becoming a world-class multinational Bank; IMD; 2017</i> <i>Knight et al; Design Led Strategy: How to Bring Design Thinking into The Art of Strategic Management; CMR; 2020</i>	Discussion
10	13.12.24	Final Project Presentations		

Student Learning Objectives/Outcomes

Course Intended Learning Outcomes	Teaching and Learning Activities	Assessments/ Activities
To comprehend the changing environment and the growing relevance of Design Thinking	Lecture, case study, discussion, exercises.	Quiz

To develop the capability to frame and reframe problems	Lecture, case study discussion, exercises.	Quiz
To develop an empathetic, creative, and iterative approach to finding innovative solutions to problems	Lecture, case study discussion, exercises.	Group project
To develop an entrepreneurial mindset	Lecture, case study discussion, exercises.	Group project

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 reading 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

A series of papers and case studies as mentioned in the session plan will be shared by the instructor.

Suggested/Additional Course Materials

- 📖 Tim Brown; *Change by Design*; Harper
- 📖 Roger Martin; *The Design of Business: Why Design Thinking is the Next Competitive Advantage*; Harvard Business School Publishing; 2009
- 📖 Jeanne Liedtka and Tim Ogilvie; *Design Thinking for Growth*; Columbia University Press; 2011
- 📖 Vijay Kumar; *101 Design Methods*; Wiley; 2012

- 📖 Dan Roam; *The Back of the Napkin*; Portfolio; 2013
- 📖 David and Tom Kelley; *Creative Confidence*; William Collins; 2013
- 📖 Idris Mootee; *Design Thinking for Strategic Innovation*; Wiley; 2014
- 📖 Don Norman; *The Design of Everyday Things*; Basic Books; 2014
- 📖 Alex Osterwalder et al; *Value Proposition Design*; Wiley; 2015
- 📖 Sarah Stein Greenberg; *Creative Acts for Curious People*; Hasso Plattner Institute of Design at Stanford; 2021
- 📖 Skibsted and Bason; *Expand: Stretching the Future by Design*; Matt Holt Books; 2022
- 📖 Sobomehin and Siedel; *Creative Hustle*; Hasso Plattner Institute of Design at Stanford; 2022

Assessment, Assignments & Academic Calendar

#	Assessment Instrument	Marks	Session (indicative)
1	Individual quiz	10	03.12.24
2	Problem statement + Design Brief + Stakeholder Map: Presentations	10	04.12.24
3	Submission of interview guides	10	06.12.24
4	Mid-term exam/quiz (handwritten/online in class)	20	09-12-.24
7	Project Presentations + Project Report (10+30)	30	13.12.24
8	Final Submission: Individual Course Reflection Paper (in class)	20	13.12.24
	Total	100	

For the preparation of examination performances, only those artificial intelligence assistance systems are permitted that are explicitly approved by the course instructor. Any unauthorized use of artificial intelligence assistance equals a fraudulent examination result.

According to the **E-study an Examination Regulations** of FH JOANNEUM, University of Applied Sciences

“The assessment of an examination or a pre-academic or academic student thesis will be declared invalid if the examination results have been obtained **fraudulently**.

The annulled examination shall count towards the total number of examination attempts.

The consequences of fraudulent acts such as **plagiarism** or **ghostwriting** shall be subject to Sec. 20 of the FHG.

In addition, the "FH JOANNEUM measures for checking plagiarism in pre-academic and academic student theses" and the "Guideline for Good Scientific Practice and Prevention of Research Misconduct" as amended and approved by the Board shall apply".

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

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: May entail a penalty at the discretion of the instructor

Document upload and naming conventions*:

Will be shared in class.

Course Evaluation

According to the policy of the Institute of International Management at FH JOANNEUM, after the course completion each course is to evaluate by the students

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: International Finance

Course title:	International Finance
Semester:	Winter term 2024
Credits:	5 ECTS
Class dates:	07.01.2025 - 17.01.2025
Class times:	9:15h – 14:00h daily during the 1 st week, 9:15h – 13:00h during the 2 nd week
Classroom:	tbd

Professor Contact Information:

Name:	Professor Parag Rijwani
Phone number:	-
Email:	<i>parag.rijwani@fh-joanneum.at</i>
Office location:	<i>Institute of International Management Campus A, 4th floor, room number 464</i>
Office hours:	<i>upon appointment</i>

Instructor Bio:

Dr. Parag Rijwani is a teacher, trainer and researcher in the field of Accounting and Finance since last 18+ years. He is currently associated with Nirma University, India as an Associate Professor at the Institute of Management. He is also the Chairman of the Finance and Accounting Area at the Institute.

Prof. Rijwani's teaching and research interests include Personal Finance, Mutual Funds, Quality of Financial Reporting, Corporate Financial Reporting Practices, Capital Market Efficiency, Behavioural Finance and Sustainable Business Practices.

Prof. Rijwani earned his PhD. working in finance and an M.Phil. (Post-Graduate in Philosophy) in Commerce. He also holds a Post-Graduate degree and a bachelor's degree in Commerce specializing in Accounting and Taxation.

Prof. Rijwani has published research papers in national and international referred journals. Prof. Rijwani has conducted training programmes for employees for several large corporations like Adani Group Companies, Kalpataru Power Transmission, Power Grid Corporation of Bangladesh, BPCL, IOCL, Johnson Controls-Hitachi, etc. He has been associated as a resource person to several institutes of national and international repute.

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

Understanding of basic concepts of economics, financial management, and international business (trade) as a pre/co-requisite is an added value for the students of this course.

Course description:

Efficiency, Behavioural Finance and Sustainable Business Practices.

Prof. Rijwani earned his PhD. working in finance and an M.Phil. (Post-Graduate in Philosophy) in Commerce. He also holds a Post-Graduate degree and a bachelor's degree in Commerce specializing in Accounting and Taxation.

Prof. Rijwani has published research papers in national and international referred journals. Prof. Rijwani has conducted training programmes for employees for several large corporations like Adani Group Companies, Kalpataru Power Transmission, Power Grid Corporation of Bangladesh, BPCL, IOCL, Johnson Controls-Hitachi, etc. He has been associated as a resource person to several institutes of national and international repute.

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

Understanding of basic concepts of economics, financial management, and international business (trade) as a pre/co-requisite is an added value for the students of this course.

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. In a dynamic international financial system, managing currency risk has become a daunting challenge that a modern business enterprise cannot ignore. The course builds concepts that are useful in dealing with international currency issues when operating across national boundaries and financial decision-making in the international environment. It builds on and extends the domestic corporate finance framework to the international dimension by deciphering the linkages between international and domestic financial markets, understanding the use of financial instruments and creating awareness of the associated risks. 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
1	7.1.2025, 9:15 – 14:00	The international monetary system Eiteman et al, Chapter 1, pp.23-32 Eiteman et al, Chapter 2, pp.50-58

Day	Date	Topics
2	8.1.2025, 9:15 – 14:00	The international monetary system Eiteman et al, Chapter 2, pp.59-64 Eiteman et al, Chapter 3, pp.78-90
3	9.1.2025, 9:15 – 14:00	The foreign exchange market Eiteman et al, Chapter 5, pp. 140-155
4	10.1.2025, 9:15 – 14:00	In-Class Test (Assessment 1) Eiteman et al, Chapter 5, pp. 140-155
5	13.1.2025, 9:15 – 13:00	Group Presentations (Assessment 2) Currency Derivates: Futures and Options Eiteman et al, Chapter 7, pp.207-218
6	14.1.2025, 9:15 – 13:00	Currency Derivates: Futures and Options Eiteman et al, Chapter 7, pp.207-218
7	15.1.2025, 9:15 – 13:00	International Arbitrage and Interest Rate Parity Eiteman et al, Chapter 6, pp.172-190
8	16.1.2025, 9:15 – 13:00	Transaction exposure Eiteman et al, Chapter 10, pp. 302-317
9	17.1.2025, 9:15 – 13:00	Final Exam

Student Learning Objectives/ Outcomes:

At the end of the course, the student shall be able to:

1. Explain the basic concepts and terms in International Finance
2. Discuss the evolution and functioning of the International Monetary System
3. Apply the functions of foreign exchange markets, such as spot and forward exchange rates in hedging and speculation
4. Apply the techniques available for managing foreign exchange risk and exposure to the firms operating in the international environment

Teaching Approach:

Lectures, discussions, problem-solving, case analysis, and presentation

Required Textbooks and Materials:

Eiteman, D., Stonehill, A., & Moffett, M. (2020). Multinational business finance, global edition (15th): Multinational Business Finance. Pearson Education, Limited.

(e-book available in the library)

Suggested/ Additional Course Materials:

- Handouts will be provided for each of the topics as well as the additional printed and online material.
- All class notes will be available on MS Teams.

Assessment, Assignments & Academic Calendar:

According to the **E-study an Examination Regulations** of FH JOANNEUM, University of Applied Sciences

*“The assessment of an examination or a pre-academic or academic student thesis will be declared invalid if the examination results have been obtained **fraudulently**.*

The annulled examination shall count towards the total number of examination attempts.

*The consequences of fraudulent acts such as **plagiarism** or **ghostwriting** shall be subject to Sec. 20 of the FHG.*

In addition, the "FH JOANNEUM measures for checking plagiarism in pre-academic and academic student theses" and the "Guideline for Good Scientific Practice and Prevention of Research Misconduct" as amended and approved by the Board shall apply”.

For the preparation of examination performances, only those artificial intelligence assistance systems are permitted that are explicitly approved by the course instructor. Any unauthorized use of artificial intelligence assistance equals a fraudulent examination result.

Assessment, Assignments & Academic Calendar

Assessment	Points	Schedule
In class test	30.0	Friday 10 th January 2025
Group Presentation	10.0	Monday 13 th January 2025
The Final exam	40.0	Friday 17 th January 2025
Attendance & Participation	20.0	Continuously
Total points	100.00	

Assignment: *Topics will be assigned to students in a group of 2-3 members. Group presentations will be evaluated based on a rubric.*

Class dates and times: *7th to 10th January 2025 (9:15 – 14:00) and 13th to 17th January 2025 (9:15 – 13:00)*

Grading Policy

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

- *The scores of ‘In-Class Test’ and ‘Final Exam’ will be converted into percentages based on relative scores i.e. assigning 100% to the highest score and other scores in relation to the maximum score.*

%	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

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*

Course Evaluation

According to the policy of the Institute of International Management at FH JOANNEUM, after the course completion each course is to be evaluated by the students

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

Module 10: Introduction to Enterprise Resource Planning (ERP)

Course title:	Introduction to Enterprise Resource Planning (ERP)
Semester:	Winter term 2024
Credits:	5 ECTS
Class dates:	20.01.2025 - 31.01.2025
Class times:	9:15h – 13:00h daily
Classroom:	tbd

Professor Contact Information

Name:	Mag. Sergi Batalla Martinez, MBA
Phone number:	8356
Email:	sergi.batallamartinez@fh-joanneum.at
Office location:	FH JOANNEUM, Campus Kapfenberg
Web:	http://www.fh-joanneum.at/iwi

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

Instructors 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.

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	20.01.	Introductory Lecture	Script
2	21. 01.	Introductory Lecture	Script
3	22. 01.	Introductory Lecture	Script
4	23. 01.	Introductory Lecture	Script
5	24. 01.	Introductory Lecture	Script
Week 2			
1	27. 01.	Lab, project work, SAP basic	Script for the exercises
2	28. 01.	Lab, project work, SAP basic	Script for the exercises
3	29. 01.	Lab, project work, SAP advanced	Script for the exercises
4	30.01.	Lab, project work, SAP advanced	Script for the exercises
5	31.01.	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

For the preparation of examination performances, only those artificial intelligence assistance systems are permitted that are explicitly approved by the course instructor. Any unauthorized use of artificial intelligence assistance equals a fraudulent examination result.

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*The consequences of fraudulent acts such as **plagiarism** or **ghostwriting** shall be subject to Sec. 20 of the FHG.*

In addition, the "FH JOANNEUM measures for checking plagiarism in pre-academic and academic student theses" and the "Guideline for Good Scientific Practice and Prevention of Research Misconduct" as amended and approved by the Board shall apply”.

Written Exam (theoretical part): tbd

Presentation Project Work: tbd

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
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*: 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 be evaluated by the students

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.