



GLOBAL BUSINESS PROGRAM
COURSE SYLLABI
WINTER SEMESTER 2016/2017

FH | JOANNEUM
Management internationaler
Geschäftsprozesse

Timetable

1	3.10.-7.10.	International Project Management	Gerhild Janser Munro
2	10.10.-14.10.	International Consumer Behaviour	Zeynep Bilgin Wührer
3	17.10.-21.10.	Cross-Cultural Organisational Behaviour and Management	Gerhard Apfelthaler
4	24.10.-29.10.	Financial Markets: An International Perspective	James Stewart
4	2.11.-5.11.	Financial Markets: An International Perspective	James Stewart
5	7.11.-11.11.	Information Technology for International Business	Richard McAndrew
6	14.11.-18.11.	The Chinese Business & Management	Fuming Wang
5	21.11.-25.11.	Information Technology for International Business	Richard McAndrew
7	28.11.-02.12.	Economies of the European Union	Vito Bobek
3	5.12.-10.12.	Cross-Cultural Organisational Behaviour and Management	Rupert Beinhauer
8	12.12.-16.12.	Latin American Business Development	Francisco Castaneda
	19.12.-22.12.	STUDY WEEK	STUDY WEEK
9	9.01.-13.01.	Leadership in International Context	Azucena Perez-Alonso
10	16.01.-20.1.	Market Research and Statistics	Ali Abkhari
9	23.1.-27.1.	Leadership in International Context	Azucena Perez-Alonso
11	30.1.-3.02.	International Human Resource Management & Careers	Nadia Kougiannou

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Module 1: International Project Management

Course title:	International Project Management
Semester:	winter term 2016/2017
Credits:	2,5 ECTS
Class dates:	3.10.-7.10.
Class times:	9 am – 1 pm daily
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

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Instructor Bio

Gerhild Janser-Munro studied English and Business at the Karl-Franzens-Universität Graz (A), Oxford Brookes University (GB), and the University of Adelaide (AUS). She holds a certificate in International Project Management. Her MBA is also based upon International Project Management with focus on entrepreneurship and entrepreneurial impulse centres. Her professional career started as a language trainer in adult education for international companies. Since 2000, she has worked as a lecturer of languages and Project Management as well as the coordinator for International Relations and student mentoring for the Information Management degree programme at FH JOANNEUM UAS, Graz. Between 2005 and 2006 she was responsible for the management of two entrepreneurial centres in Graz. She is now lecturing in English communication skills, team training and International Project Management at FH JOANNEUM and shows particular interest in intercultural behaviour, team training and differences within an international project scenario.

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

Open and positive attitude towards team work, willingness to further develop inter- and intrapersonal cooperative strategies. Basic theoretical knowledge of project management, not required though.

Course Description

The course focuses not only on the basic theory of project management (classical and agile approach) but emphasizes also the soft aspects re the people in a project team in an international context. Covering general aspects of project management, focus is laid upon professional intercultural competence, commercial and HR-related issues, as well as more specific theory involving multicultural aspects. A more practical approach to teams and their

international activities in a multicultural surrounding and techniques in project management geared to international projects should be provided. The complexity of international projects will be dealt with referring to especially communication-based and interpersonal differences, but also to a project leader's tasks as a manager in an intercultural scenario, their task to own and lead the project and to communicate appropriately to the situation as well as dangers, problems and threats; a team member's responsibilities and capabilities within an intercultural team and the requirements they have to meet; requirements stated by international intercultural stakeholders, etc. Knowledge and skills in international team building, organising an international project, analysing and planning, implementing, etc. a project play a major role.

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings
1	Oct. 3	Understanding the basic theory of a project project management international projects and their dynamics. Identifying pivotal dimensions of a project in an international setting. Understanding the importance of roles in a project team in an international project team. Team building team training.	See handout; potential additional reading
2	Oct. 4	Dimensions of a project. Project Management Life Cycle and its implications/obstacles in an international environment. Culture in a project team (etiquette), e.g. communication rules within the project team and with team members from different cultural backgrounds Setting up and dealing with multi-national teams. Negotiating in an international setting.	
3	Oct. 5	Classical Traditional Project Management vs. Agile Project Management. Extreme Project Management in an international setting.	
4	Oct. 6	Case study: In teams, students analyse various aspects and dimensions of an international project re team building, team leadership, team performance, negotiating in an international setting, lessons learned. Defining a road-map, best practice approach based on the information gained. Presentation of team results	
5	Oct. 7	Role play – final exam incl. full brief.	

		Setting: International project team (incl. allocated roles) Negotiating deliverables Decision making process – Traditional Project Management vs. Agile Project Management	
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Student Learning Objectives/Outcomes

- Understanding the basic theoretical concepts of Classical vs Agile (International) Project Management.
- Applying a general concept to direct, monitor and keep on track projects in an international setting.
- Developing a critical awareness of behavioural patterns and mindsets in an international project team (group activity).
- Understanding and enhance careful consideration of cultural diversity and complexity in an international project scenario
- Further dynamically develop behavioural patterns through active participation in supportive team work, critical self-analysis and peer feedback.

Teaching Approach

Interactive and cooperative approach, emphasis on autonomous learning; teamwork setting; student and inquiry-based framework during lectures and hands-on activities in groups; case study, discussion, peer feedback as well as self-reflection, videotaped presentation.

Required Textbooks and Materials

- Readings will be made available.
- If any, additional material to be advised prior to the course.

Suggested/Additional Course Materials

Tba

Grading Policy

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

Course & Instructor Policies

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

Extra credit: not possible

Class attendance: mandatory attendance of 80%

Late work:

Document upload and naming conventions*:

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

Course Evaluation

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

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

Module 2: International Consumer Behavior

Course title:	International Consumer Behavior
Semester:	winter term 2016/2017
Credits:	2,5 ECTS
Class dates:	10.10-14.10.
Class times:	9 am – 1 pm daily
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

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Instructor Bio

Prof. Dr. Zeynep Bilgin-Wührer is employed as lecturer at the Johannes Kepler University, Linz. Until 2013 she was working at the Department of Business Administration in Marmara University, Istanbul /Turkey, and was the Chair for the Marketing Sub-department. As a

graduate of Bogazici University, Istanbul for her BA, MBA and PhD degrees, she wrote her dissertation at Hamburg University, Germany with a DAAD scholarship. Lecturing at Marmara University for 23 years, she was also visiting professor at The University of Memphis, State University of West Georgia in USA. Within the framework of Erasmus Program she lectured also at Maribor University, Maribor, Slovenia and at University of Navara, Pamplona, Spain. Her research focus are emerging markets, consumer behavior, internationalization of firms, and knowledge development and trends in marketing. Recent publication: "International Marketing Compact" (Linde Verlag) with Gerhard A. Wührer.

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

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

Course Description

Analyzing the reasons behind the different in needs and motivation of consumers from different countries and their diversity in attitudes, habits, usage and interests for buying behavior with a close look at factors influencing their decision making at international level is the core of the course. Lectures and in class studies will help to understand the international consumer behavior and why people differ in their consumption experiences and choice behavior.

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings
1	Oct. 10	Globalization and Changing Consumer Characteristics Consumer Segments in International Markets	Bilgin-Wührer, 2016 / Ch. 1
2	Oct. 11	Effects of Culture and Values on Needs and Motivation Effect of Family and Involvement on Preferences	Bilgin-Wührer, 2016 / Ch. 2-3
3	Oct. 12	Different Lifestyles and Consumer Behavior Shopping Behavior, Store and Brand Choice	Bilgin-Wührer, 2016 / Ch. 4
4	Oct. 13	Attitudes shaping International Consumer Behavior Short Exam	Bilgin-Wührer, 2016 / Ch. 5
5	Oct. 14	Term Paper Presentations	

Student Learning Objectives/Outcomes

- understanding preference differences in international markets
- understanding the shopping behavior differences in international markets
- learning about the basic external / internal factors shaping these differences

Teaching Approach

Student centered, inquiry based learning and teaching including lectures, self-directed learning, home works, in class works, discussions and group work.

Self-Study: Familiarity with the content increases the stimulation and creative thinking during the class hours. So it is advised to read relevant material prior to lecture. Lecture:

Presentation of topics in class by the instructor with power point slides, web links, videos.

Student-Instructor Interaction: Daily short group studies in class

Required Textbooks and Materials

- Bilgin, F. Zeynep (2016), International Consumer Behavior Course Notes
- Samli, A. Coskun, (2013), International Consumer Behavior in the 21st Century, Springer Verlag, ISBN: 978-1-4614-5124-2
- Case Studies

Suggested/Additional Course Materials

To be advised during class sessions

Grading Policy

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

Assessment
In class work and attendance
Case Study Presentation
Case Study Written Report
Written Exam
total points 100

Course & Instructor Policies

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

Extra credit: not possible

Class attendance: mandatory attendance of 80%

Late work:

Document upload and naming conventions*:

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

Course Evaluation

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

Module 3: Cross-Cultural Organisational Behavior and Management

Course title:	Cross-Cultural Organisational Behavior and Management
Semester:	winter term 2016/2017
Credits:	5 ECTS
Class dates:	17.10.-21.10; 5.12.-10.12.
Class times:	9 am – 1 pm daily
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

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Web: https://www.fh-joanneum.at/aw/home/Studienangebot_Uebersicht/departement_management/mig/Menschen/Team/~bapo/mig_teamdetails/?perid=4295575311&lan=en

Instructor Bio

Gerhard Apfelthaler is the Dean of the School of Management at California Lutheran University in Thousand Oaks, California. Prior to his current role he has served as the Associate

Dean for Graduate Programs and a Professor of International Business at CLU, as the Chair of the Department of International Management at FH Joanneum University in Austria, as the Chair of the Department of International Business at FH Kufstein in Austria, as Austria's Deputy Trade Commissioner in Los Angeles, and as Commercial Attache at the Austrian Embassy in Singapore. He is also a co-founder of several start-up companies including CURE Pharmaceutical, Oak Therapeutics, Start-Up-Kids, and AT Consult, a consulting practice with offices in New York City and Vienna, Austria. He has published numerous books in his areas of expertise, as well as articles in leading journals including the Journal of World Business, Industrial Marketing Management, the Service Industries Journal, Global Business Perspectives, the Journal of Small Business Management, the International Journal of Business and Economics, the International Journal of Management Education, the Journal fuer Betriebswirtschaft, and the Journal of International Learning. Dr. Apfelthaler has lectured at universities around the world. He also regularly consults to companies and executives around the world.

Rupert Beinhauer holds a doctoral degree in Psychology of the Karl-Franzens University Graz (Austria). He is lecturer and project manager at the department of International Management at FH JOANNEUM and works as a part-time freelance lecturer and trainer, developing workshops and seminars. Leading international project teams in educational projects since more than twelve years, he has extensive hands-on cross-cultural project management experience.

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

None

Course Description

This course is designed to equip students with knowledge and skills that they need in order to communicate and manage effectively in different cultural contexts around the world. The course is experimental as it lets students explore and explain cross-cultural differences through visual cultural artifacts – comics, cartoons, feature film and advertising. Students will study elements important to different cultures and will learn to understand and analyze the importance of implicit and explicit norms, values and roles connected to everyday and business life. They will learn to cope with different cultural standards and to adequately handle them. Students will work on projects using artifacts from their own home countries, which will then be analyzed and discussed in the context of several cross-cultural studies including those of Hofstede, Trompenaars, Schein or the GLOBE studies. Students will explore the explicit elements of company cultures by analyzing online web-material and relating this material to the theories learned. At the end of the course students will have learned how to discover cultural principles through everyday artifacts and how to deal with diversity in individual and organizational behavior using simple interpretive methods.

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings
1	Oct. 17	Introduction to cross-cultural differences and their	Hofstede, G. (1993). Cultural constraints in management

		influence on management, marketing, and leadership.	theories. <i>The Academy of Management Executive</i> , 7(1), 81-94.
2	Oct. 18	The dimensions of Hofstede: Power Distance and Individualism	Darwish, A.-F. E. & Huber, G. L. (2003). Individualism vs. Collectivism in Different Cultures: a cross-cultural study, <i>Intercultural Education</i> , 14(1), 47-55. Khatri, N. (2009). Consequences of Power Distance Orientation in Organizations. <i>Vision – The Journal of Business Perspective</i> , Vol. 13(1), 1-9.
3	Oct. 19	The dimensions of Hofstede: Uncertainty Avoidance and Masculinity	Lee, J. A.; Garbarino, E. & Lerman, D. (2007) "How cultural differences in uncertainty avoidance affect product perceptions", <i>International Marketing Review</i> , Vol. 24(3), 330 – 349 Chang, C. (2006). Cultural Masculinity/Femininity Influences on Advertising Appeals. <i>Journal of Advertising Research</i> , 46(3), 315-323.
4	Oct. 20	The dimensions of Hofstede: Long-term orientation and Indulgence	Apfelthaler, G.; Muller, H.; Rehder, R. (2002). Corporate Global Culture as Competitive Advantage. <i>Journal of World Business</i> , 37, pp. 108-118
5	Oct. 21	Final presentations and concluding discussion	

Day	Date	Topics	Readings
6	tdb	Theory, Videos, Case Studies: The logic of co-operation (game theory). Introduction into the Values Orientation Theory. Schein's Theory of organizational culture.	Trompenaars, F., Belbin M., Hampden-Turner, C., Woolliams, P., Dumetz, J., Tournand, J., Schmitz J., Covey, S., Saginova, O., Foster, D., (2012). <i>Cross-Cultural Management Textbook</i> . Leipzig: Amazon Distribution (Prologue)
7	tdb	Theory, Group work & Presentations: Analyzing the	

		explicit part of a company culture.	
8	tdb	Theory, Group work, Presentations: Cultural Standards & Culture-Assimilator.	
9	tdb	Theory, Videos, Case Studies: Trompenaars model of reconciliation of cultural dimensions.	Trompenaars, F., Belbin M., Hampden-Turner, C., Woolliams, P., Dumetz, J., Tournand, J., Schmitz J., Covey, S., Saginova, O., Foster, D., (2012). Cross-Cultural Management Textbook. Leipzig: Amazon Distribution (Chapters 3,4,5,10)
10	tdb	Wrap up and conclusions. Final Exam	

Student Learning Objectives/Outcomes

- To develop an appreciation of cultural differences which businesses encounter in international business environments.
- To understand how cultures can be empirically compared along various cultural dimensions.
- To acquire Field-specific knowledge of the impact of cultural differences on selected business areas.
- To learn skills related to the formulation of strategies and tactics to cope with cultural differences in individual and group interactions.
- To be able to understand and analyze cultural standards and to adequately cope with them.
- To refine of written and oral communication skills.
- To enhance the ability to think creatively and critically.

Teaching Approach

In this course, we use a multitude of didactical methods

Required Textbooks and Materials – Mandatory Lecture

- Self-Study: Preparation in self-study by students before lecture to become familiar with new material and to stimulate thinking, generate ideas and questions.
- Lecture: Presentation of topics in class by instructor using narrated Powerpoint slides.
- Student-Instructor Interaction: Discussion of selected questions, finding of examples, answering of questions, direct interaction between student and instructor.
- Practice and Application: Preparation of short assignments by students before class, deepening of concepts in discussion. final project / presentation

- Group-work assignments during class, including the active application of concepts learned and the presentation of results.
- Short Videos will be used to underline certain course-elements.
- Open book video analysis as part of the final exam.

Suggested/Additional Course Materials

- Apfelthaler, G.; Muller, H.; Rehder, R. (2002). Corporate Global Culture as Competitive Advantage. *Journal of World Business*, 37, pp. 108-118
- Chang, C. (2006). Cultural Masculinity/Femininity Influences on Advertising Appeals. *Journal of Advertising Research*, 46(3), 315-323.
- Darwish, A.-F. E. & Huber, G. L. (2003). Individualism vs. Collectivism in Different Cultures: a cross-cultural study, *Intercultural Education*, 14(1), 47-55.
- Hofstede, G. (1993). Cultural constraints in management theories. *The Academy of Management Executive*, 7(1), 81-94.
- Khatri, N. (2009). Consequences of Power Distance Orientation in Organizations. *Vision – The Journal of Business Perspective*, Vol. 13(1), 1-9.
- Lee, J. A.; Garbarino, E. & Lerman, D. (2007) "How cultural differences in uncertainty avoidance affect product perceptions", *International Marketing Review*, Vol. 24(3), 330 – 349
- Hofstede, G. (2001) *Culture's Consequences. Comparing Values, Behavior, Institutions, and Organizations Across Nations*. 2nd edition. Thousand Oaks/London/New Delhi:Sage.
- House, R. J., Hanges, P. J, Javidan, M. & Dorfman, P. (2004). *Culture, Leadership and Organizations. The GLOBE Study of 62 Societies*. Thousand Oaks: Sage.
- Trompenaars, Fons and Hampden-Turner, Charles (2012). *Riding the Waves of Culture*. New York: McGraw-Hill, 3rd edition
- Trompenaars, F., Belbin M., Hampden-Turner, C., Woolliams, P., Dumetz, J., Tournand, J., Schmitz J., Covey, S., Saginova, O., Foster, D., (2012). *Cross-Cultural Management Textbook*. Leipzig: Amazon Distribution

Assessment, Assignments & Academic Calendar

Group Project – Week 1: This assignment will help students to explore how a foreign culture can be explored through its own artifacts such as movie clips, cartoons, comics or advertising. The process of exploring foreign cultures through such artifacts is rooted in the iceberg model of culture. In this model, observable artifacts are built upon the deeper layer of values. Both are closely inter-related: values are the foundations for artifacts, artifacts are an expression of the values of culture. Therefore it is not only possible to make predictions about e. g. human behavior (which is also an artifact) once one knows the artifacts, but it is also possible to explore cultural values through an interpretation of artifacts. This is what this assignment is about. In detail, students will follow these steps:

- Formation of a group (min. 3 students, maximum of five students). Ideally, the group is composed of students from different countries / cultures.
- Choice of a culture to explore in this group project. Ideally it is a culture that at least one group member originates from.

- Identification of artifacts (movie clip, cartoon, comic, advertising) that students find significant of the culture they are about to explore. Ideally, more than one that address THE SAME cultural aspect are chosen so that there is a broader base for making assumptions about cultural values.
- Interpreting the the artifact: Interpreting means to:
 - Provide a general explanation of the chosen artifact.
 - Extract all messages of chosen artifact.
 - Identify meaning behind what's visible on the surface.
 - Identify values and assumptions behind the meaning and link them with those aspects of theoretical frameworks (e. g. Hofstede) that are meaningful in their application to your artifact. It's important to note that your task is NOT to confirm the results (values) that Hofstede provides for various countries; your task is to reflect on potential links between your own observations and analysis and Hofstede's results. You also don't have to address each one of Hofstede's dimensions – just as many as your chosen artifact covers and only those that are characteristic for your chosen country's cultural identity!

The Group Project consists of two elements, the final presentation and the final paper. Based on the steps outlined above, students will prepare and deliver a short presentation of approximately 10 – 15 minutes duration. At the minimum, the presentation will include the following slides:

- Title (including the country; title and – if applicable - subtitle of presentation; names of all group members)
- General explanation of the chosen artifact(s) (context, story/content, objects and/or characters, etc.)
- Presentation of artifact(s) including, if necessary, translation.
- Detailed explanation/analysis of artifact(s).
- Conclusion concerning cultural values that explain artifacts and links to comparative studies (e.g. of Hofstede).

Samples of a final presentation and a final paper will be made available by the instructor.

Group Project – Final Paper – Week 1: Based on the presentation, groups must jointly write a formal paper (4-7 pages, not including the title page or a list of references. Use Times New Roman, 12 point, 1.5 spaced). Common rules of proper academic writing including referencing must be followed. Papers must include a title page stating all of the students first names, last names, and the title of the paper.

Group Works – Week 2: Based on theoretic inputs students will work on two group assignments in class. In the first assignment students will use different cultural theories presented to analyze the explicit part of a company culture, by researching the websites of the respective culture. In the second students will explore cultural standards of their own home culture and will analyze them using the cultural assimilator method. The designed cultural assimilators will be demonstrated in class. Active participation in the group work and the quality of the presentations given will be part of grading.

Final Exam (together for weeks 1 and 2): The final exam will be based on all relevant course materials, including provided readings, lecture notes AND other material posted on the online learning platform for this course. The final exam will include a video-analysis session and be timed at 120 minutes.

Grading Policy

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

Assessment	Points
Attendance & Participation (2 pts per day)	20
Group Projects: Presentations and Paper	40
Final Exam	40
TOTAL POINTS	100

Course & Instructor Policies

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

Extra credit: not possible

Class attendance: mandatory attendance of 80%

Late work:

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 evaluate by the students: <https://actions.fh-joanneum.at/login.do?locale=en>

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

Module 4: Financial Markets: An International Perspective

Course title:	Financial Markets: An International Perspective
Semester:	winter term 2016/2017
Credits:	5 ECTS
Class dates:	24.10.-29.10 & 31.11.-4.11.
Class times:	9 am – 1 pm daily
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

Name: James Stewart
Email: jstewart@unitec.ac.nz
Office hours: 1:00 pm – 2:00 pm, upon request

Instructor Bio

James Stewart holds a Master of Commerce in Economics from the University of Auckland. He is a Senior Lecturer in Economics at the Department of Accounting and Finance at Unitec Institute of Technology. He has taught economics in the United States, the United Kingdom and Austria. He has facilitated workshops for the New Zealand Institute of Chartered Accountants (NZICA) (now CAANZ) Professional Accounting School. He is a member of the New Zealand Association of Economists (NZAE) and the International Institute for Fisheries Economics and Trade (IIFET).

His research focus is the New Zealand Fisheries Quota Management System, (QMS) and the impact of the QMS on quota concentration and the small fisher. His work is of interest to an international audience, is published in the leading academic journal *Marine Policy*, and is supported by funding from the Ministry for Primary Industries. He is author of the popular Economics textbook, *Economic Concepts and Applications*, now in its 5th edition and is prescribed reading for economics students in New Zealand and the Pacific. He has been a *Performance Based Research Fund* (PBRF) rated researcher since 2004.

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

None

Course Description

An economy's long term economic growth is dependent on a number of key factors, one of the most important of these is a stable financial system. The financial system consists of a variety of institutions and financial markets which operate under the surveillance of regulatory agencies. Together they provide the link between savings and investment – an essential conduit for national and global economic performance. Defects in this system stunt economic growth and often have serious long term consequences.

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings
1	Oct. 24	The structure, role and operation of key financial markets	Mishkin Ch 1 - 3.
2	Oct. 25	The causes and consequences of financial instability.	Mishkin Ch 4 - 7
3	Oct. 26	(no class; investigations for research essay)	
4	Oct. 27	The causes and consequences of financial instability (part 2)	Mishkin Ch 4 - 7
5	Oct. 28	Case studies of contemporary financial crises.	Mishkin Ch 8 – 9 and 12 - 13
6	Oct. 31	Foreign exchange markets and international financial stability.	Mishkin Ch 17
7	Nov. 1	(no class; Mishkin readings)	
8	Nov. 2	The role of monetary policy and central monetary authorities in financial markets.	Mishkin Ch 20, 22, 23 and 24.
9	Nov. 3	The role of monetary policy and central monetary authorities in financial markets (part 2).	Mishkin Ch 20, 22, 23 and 24.
10	Nov. 4	Final Exam	

Student Learning Objectives/Outcomes

- Investigate the interrelationships between economics and financial markets.
- Analyse interest rates and the theory of asset demand.
- Analyse the causes and consequences of asymmetric information
- Investigate foreign exchange markets and international financial stability.
- Evaluate the role of governments and central monetary authorities in financial markets

Teaching Approach

Student centered, inquiry based learning and teaching approaches including lectures, self-directed learning, case studies (current and historical financial and economic events), discussion, and group work

Required Textbooks and Materials

- Mishkin, F. C. (2016) The Economics of Money and Financial Markets (11th Edition) Boston: Pearson

Suggested/Additional Course Materials

These will be given during class sessions

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

Assessment	Points
Essay assignment	30
Attendance	10
Final Exam	60
total points	100

Course & Instructor Policies

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

Extra credit: not possible

Class attendance: mandatory attendance of 80%

Late work:

Document upload and naming conventions*:

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: Information Technology for International Business

Course title:	Information Technology for International Business
Semester:	winter term 2016/2017
Credits:	5
Class dates:	7.11.-11.11; 21.11.-25.11.
Class times:	9 am – 1 pm daily
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information:

Name: Richard McAndrew
Phone number: USACell 808-281-7399
Email: mcandrew@callutheran.edu
Office location: Institute of International Management
Campus A, 4th floor, room number 410
Office hours: TBA

Instructor Bio:

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

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

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

None required

Course description:

In today's dynamic and competitive economy, the ability of an enterprise to effectively leverage existing and emerging information technology is a critical success factor in gaining and sustaining a strategic advantage. The focus of this class is a "business" view of Information technology. The course presents management concepts that lead to an understanding of information technology and its role within the enterprise. The challenges of transitioning from legacy technology and business practices to new technology and reengineered business

practices will be examined. The course also reviews how to build consensus amongst business and technology professionals using modern approaches to strategic planning, business process reengineering and system development. Utilizing case studies, the student will apply theory and practice.

Overview of Topics and Schedule of Topics and Activities:

Day	Date	Topics	Readings
1	Nov. 7	Harvard Business Review: Does I.T. Matter? Examine I.T. Leadership in a Digital Economy. Examine I.T. "The Great Enabler". Create Teams & Assign Topics	Case: Kodak vs Fujifilm Article: CIO Agenda 2015
2	Nov. 8	Describe the CIO Agenda & I.T. Complexity Examine Systems Development Lifecycle & Agile Methods Describe Project Management Office.	Article: Why PMO Article: To Customize or Not
3	Nov. 9	Examine Business Process Modeling Team Exercise: Dataflow Diagrams.	Article: Reengineering Revisited
4	Nov. 10	Describe Application Architecture Analyze The Digital Divide Team Exercise: Country I.T. Assessment	The Global Information Technology Report 2015
5	Nov. 11	Describe Database Technology Team Exercise: Data Modeling Quiz	The Global Information Technology Report 2015
6	Nov. 21	Examine I.T. Adoption & Diffusion Team Exercise: WBI Case Study	WBI Case Study
7	Nov. 22	Examine Enterprise Applications-ERP. Examine Enterprise Applications-CRM.	CIO Mag ABC's of CRM CIO Mag ABC's of ERP
8	Nov. 23	Examine Business Intelligence Describe Business Process Reengineering Team Article Review Presentations	CIO Mag ABC's of BI Business Process Reengineering Revisited

9	Nov. 24	Cloud Computing Enterprise Application Integration Team Article Review Presentations Course Review and Final exam	CIO Mag Cloud Computing
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Student Learning Objectives/ Outcomes:

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

Teaching Approach:

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

Required Textbooks and Materials:

- World Economic Forum: **Global Information Technology Report 2015-16**, INSEAD University Publishing 2015

Suggested/ Additional Course Materials:

To be provided during class sessions

Assessment, Assignments & Academic Calendar:

Assessment:

- Team Collaboration & Design: Process Design Nov 9, 2016
- Team Collaboration & Design: Data Model Nov 11, 2016
- Team Case Analysis: WBI Case Nov 21, 2016
- Team Presentations: Emerging Technologies due class Nov 23 & 24, 2016
- Written Assignments: CEO Recommendation due class Nov 21, 2016
- Quiz Date: Nov 11, 2016
- Exam Date: Nov 25, 2016

Grading:

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

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

Course & Instructor Policies

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

Extra credit: not possible

Class attendance: mandatory attendance of 80%

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

Document upload and naming conventions*:

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

Course Evaluation

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

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

Module 6: The Chinese Business & Management

Course title:	The Chinese Business & Management
Semester:	winter term 2016/2017
Credits:	2,5
Class dates:	14.11.-18.11.
Class times:	9 am – 1 pm daily
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

Name:	Fuming Wang
Phone number:	TBA
Email:	fm_wang@263.net
Office location:	Institute of International Management Campus A, 4 th floor, room number 410
Office hours:	2pm – 4pm daily

Instructor Bio

Fuming Wang was born in Henan Province, the People's Republic of China (PR China). He received his Master degree in International Management (MIM) from American Graduate School of International Management, Phenix, Arizona, USA and his Bachelor degree in Economics from University of International Business and Economics (UIBE), Beijing, PR China. Fuming Wang is currently a professor at school of Business Administration, University of International Business and Economics, teaching courses in Chinese Business and Management, Project Management, International Business and Trade, and International Management., as well as project-based researches involving operation of multinational companies in China, Impact of China's Entry into WTO on the Chinese Economy. He used to work as a Deputy Dean of Public Administration School, and Director of World Trade Training and Policy Research Center, UIBE; and Deputy Secretary-General of China Multinational Enterprises Research Association. Over the last 15 years, he has also been involving consultation for a number of joint ventures and domestic enterprises for their business development strategies. In addition, he has also conducted some international research projects, such as EFTT, Chinese Corporate Governance and National Tariff Policy Reform.

Recommended pre-requisite:

None

Course Description

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

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings
1	Nov 14	Examine the social Environment for business Describe the structure and Administration of the government and the related organization Examine the political system and legal rules	Materials and cases to be provided
2	Nov 15	Examine the business environment in the fast growing market. Identify key strategies in the Chinese economic development. Describe important contributors of the Business prosperity.	Materials and case to be provided
3	Nov 16	Examine the position of international trade, FDI, and home consumption and E-Business in China. Identify the bubbles and solutions in real estate markets.	Materials and cases to be provided
4	Nov 17	Examine the financial reform and influence on the business. Analyze negative impact of corruption on the business The Chinese Management practice and skill Discuss influence of the Chinese culture on business and management	Materials and cases to be provided
5	Nov 18	Strategy for market entry in China. Describe technique of negotiation and communication New drivers of the Chinese economic development and business opportunities in China Presentation of group projects	Materials and cases to be provided

6	Nov. 25	Submit individual thesis and group projects	
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Student Learning Objectives/Outcomes

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

Teaching Approach

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

Required Textbooks and Materials

- Henk R. Randau • Olga Medinskaya (2015) China Business 2.0 (1th Edition)Switzerland: Springer
- Materials to be provided
- Cases to be provided
- Materials on the websites:

www.Mofcom.gov.cn

www.stats.gov.cn

www.customs.gov.cn

Suggested/Additional Course Materials

To be provided during class sessions

Assessment, Assignments & Academic Calendar

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

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
Contribution to class sessions	15%
Individual Assignment	40%
Group Project	25%
Presentation	20%
total points	100

Course & Instructor Policies

Written Exam: Non
Extra credit: not possible
Class attendance: mandatory attendance of 85%
Late work:
Document upload and naming conventions*:

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

Course Evaluation

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

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Module 7: Economies of the European Union

Course Information

Course title:	The Economics of the European Union
Semester:	winter term 2016/2017
Credits:	2,5
Class dates:	Nov. 28 – Dec. 2, 2016
Class times:	9 am-1pm
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

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

Instructor Bio

Prof. Vito Bobek currently works as a professor of international management at the University of applied sciences FH Joanneum (Graz, Austria) and at the University of Maribor (Slovenia). He is also a manager and owner of Palemid – Consulting, Research, Education LLC and Palemid Institute as well as co—owner of AREMA (Academy of Regional Management, Slovenia).

Professional Experience (2004-2016):

- Since 2013 President of managing board – AREMA (Academy of Regional Management, Slovenia)
- Since 2010 Director and owner of Palemid – Consulting, Research, Education LLC.
- Since 2009 Professor at the University of Applied Sciences "FH Joanneum", Graz, Austria
- 2008 – 2012 Local module director at the master programme "The Process of Building Europe" at the University of Siena, Italy
- Since 2007 Member of Scientific Committee at the journal "Imago Europae" (Florence, Italy)
- Since 2006 Member of supervisory board at KBM Infond Maribor (Mutual funds managing company)
- Since 2006 Regional editor for Central and Eastern Europe at "European Journal of International Management"
- Since 2005 Member of editorial board at "International Journal of Trade and Global Markets"
- Since 2005 Professor at the Faculty of Economics and Business, University of Maribor

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

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

Course Description

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

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

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

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

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings
1	Nov. 28	Development and Concepts of the EU	Fontaine, Pascal. 2010. <i>Europe in 12 Lessons</i> . Luxembourg: Office for Official Publications of the European Communities.
2	Nov. 29	Economic and Monetary Union (EMU)	DG for Communication. 2014. <i>Economic and Monetary Union and the Euro</i> . Luxembourg: Office for Official Publications of the European Communities.
3	Nov. 30	Enlargement Policies of the EU	DG for Communication. 2013. <i>Enlargement</i> . Luxembourg: Office for Official Publications of the European Communities.
4	Dec. 1	Challenges and Strategy	DG for Communication. 2014. <i>Europe 2020: Europe's Growth</i>

			<i>Strategy. Luxembourg: Office for Official Publications of the European Communities.</i>
5	Dec. 2	Seminar paper presentations Final Exam	

Student Learning Objectives/Outcomes

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

Teaching Approach

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

Required Textbooks and Materials

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

Suggested/Additional Course Materials

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

Assessment, Assignments & Academic Calendar

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

Topics: Contents of the course

Reading Assignments (if any): /

Written Assignments (if any): /

Due Date: Dec. 2, 2016

Exam Date: Last Class

Grading Policy

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

Assessment*	Points
Attendance	10
Seminar Research Paper	60
Written exam	30
total points	100

Course & Instructor Policies

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

Extra credit: not possible

Class attendance: mandatory attendance of 80%

Late work: /

Document upload and naming conventions*: <https://virtueller-campus.fh-joanneum.at/start/en/index.html>)

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

Course Evaluation

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Module 8: Latin American Business Development

Course title:	Latin American Business Development
Semester:	winter term 2016/2017
Credits:	2,5
Class dates:	12.12.-16.12.
Class times:	9 am – 1 pm daily
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

Name:	Francisco Castaneda
Phone number:	569942772299
Email:	francisco.castaneda@usach.cl
Office location:	Institute of International Management Campus A, 4th floor, room number 410
Office hours:	on appointment

Instructor Bio

Francisco Castañeda is an economist graduated from Universidad de Chile. Later, Francisco obtained his Master of Science in Economics and Finance at the University of Birmingham, UK. Before that, he worked as an Advisor at the Chilean Ministry of Finance and then as an Economist at the Research Division of the Central Bank of Chile.

Francisco currently is a professor at the Faculty of Business and Economics at Universidad de Santiago de Chile. Besides, he is the Director of the MBA Program at Universidad de Santiago de Chile and Director of the International Relations Unit. In this period he obtained his Ph.D. in Economic Geography, at Loughborough University, UK and before that he carried out Advanced Studies in Corporate Governance at Newcastle University, UK.

In the pure academic context, he has published papers and chapters of books in the Geographical Journal (UK), Babson College (USA), El Trimestre Económico (Mexico), CIRIEC-University of Liege (Belgium) and Chile. He has been invited to the Development French Agency and South Africa government to attend a workshop in Industrial Policy (APORDE) in Johannesburg, and from Real Colegio Complutense (Madrid) to attend workshops at Harvard Business School. He has been visiting professor at UNITEC (Honduras), Bielefeld (Germany), Euromed Grand Ecole (Marseille, France), Costa Rica and Panama (Universidad Interamericana) and has participated as speaker in the University Of Applied Sciences Muenster, Wiesbaden Business School, University of Milan, University of Rouen, among others. Also he has taught a wide range of USA students (Colorado College, University of Virginia, and University of North Carolina Chapel at Hill, among others).

With regard to his research, Francisco is an Economist and Geographer with a strong focus on:

- Industrial policy, global value chains and production networks
- Financial economics in a context of asymmetries of information and market failures, taking into account the evolution of international economy.

Research Areas:

Industrial Policy

Industrial Policy and Upgrading
International Trade and Cluster Policy
Global Value Chains and Production Networks
Private Sector Development (SMEs)
Development Economics

Finance

Financial Economics
Corporate Governance in State and Private Owned Companies
Microfinance
Corporate Finance
International Finance and Macroeconomics

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

None

Course Description

Latin America as an attached region to the paradigm of emerging economy is a complex area: it has a high potential of development based on its natural resources and raw materials, and actively participates in regional and extra-regional trade blocs to which a high degree of inequality in wealth level is added.

Despite these challenges, Latin America requires adding more knowledge and technology to its range of commodities. It requires to develop sectors that strengthen global production chains with higher added value in articulating a more balanced and less dependent on international economic growth cycles.

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

The high rate of inflation had been a frequent problem in Latin America in the 60s and 80s, but this problem has been already mitigated (except in some countries), but not completely eliminated. In turn, bank sophistication levels in the region are different. Some countries in Latin America have developed high standards for financial regulation while others are weak

and lag behind the dominant trends in this area. In turn, the stock exchanges as financial resource injection engine to companies generally have a positive contribution to the economies.

In this context, this course, starting with a recent historical diagnosis of Latin America, and explaining its conflicting internal forces in economic orientation, aims to understand the current productive structures of Latin America focusing on the largest and most representative countries. So in particular, it seeks to analyze the patterns of foreign investment (laissez-faire or "guide" investment) and in the economic sectors where is concentrated. Also it seeks to derive classifications country risk strengths and weaknesses of the major economies focusing on the fiscal position, the macroeconomic environment and capital flows as well as the levels of corruption and especially focusing on the development of a suitable environment for doing business. The trends in financing small and medium enterprises in the region as well as support for venture capital considering private-public models to support these ventures will be also prospected in this course. Cases of multinational European companies investing in Latin America will be particularly covered so as to derive from here critical success factors.

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings
1	Dec.12	Introduction to Latin American Business - Latin American History: Evolution, Geography and Institutional Arrangements. - Major themes in Latin America - Major business trends in Latin America. -Doing Business in Latin America: culture, legal, political and economic framework issues to be considered (major challenges). -In some main economies, analysis of risk country and its effect on investment. -Some examples of Venture Capital in Latin America - Business Case	- (S –V-G): Chapters 1 & 3 - (F): Chapters 1 & 2 - Working papers and presentations to be handed in by Francisco Castañeda

2	Dec.13	<p>Latin American Blocks Trade</p> <ul style="list-style-type: none"> -Commodities production and the need of value added. -A new and rejuvenated Industrial policy and the complexity of the economic development. - Foreign Relations (political and trade) with EU, USA and China. - Washington Consensus and the Post-Washington Consensus - Political Risk Analysis and Political Stability <p>Chile: Case of a small and open outward oriented economy.</p>	<ul style="list-style-type: none"> - (R – S): Chapter 7 - (F): Chapters 8 & 9 <p>Working papers and presentations to be handed in by Francisco Castañeda</p>
3	Dec.14	<p>Financial Crisis in Latin America</p> <ul style="list-style-type: none"> - 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. - “Imported” crisis and its effects through financial and trade channel on domestic economies - Effects of Subprime Crisis on Latin America <p>Business Case</p>	<ul style="list-style-type: none"> - (R – S): Chapters 9 & 10 <p>Working papers and presentations to be handed in by Francisco Castañeda</p>
4	Dec.15	<p>Establishing Businesses in Latin America</p> <ul style="list-style-type: none"> - Corporate Strategy in Latin America. - Marketing strategy for Latin America. 	<ul style="list-style-type: none"> - (S –V-G): Chapter 7 <p>Working papers and presentations to be handed in by Francisco Castañeda</p>

		- The Latin American Middle Class Consumer. - Supply Chain Management Issues. - Geography and Informal Markets. - Opportunities in the Upgrading of firms in the Latin American Global Value Chains. - Negotiation in Latin America. Business Case	
5	Dec.16	Culture and Business - Latin American Business Culture Mistakes. - Culture and Management Values in Latin America: Social Structures Personal Communication - Business Lessons in Latin America Final Exam	(S –V-G): Chapter 8 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.

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.

Self-managed learning

Provided learning material is studied individually and/or in groups;
Relevant learning material is researched and presented.

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

- Agosin, M. (2009). Export diversification and growth in emerging economies. CEPAL Review(97), 115-131.
- Amsden, A. (2001). The Rise of The Rest: Challenges to the West from Late-Industrializing Economies. New York: Oxford University Press
- Amighini, A. (2006). Upgrading in International Trade: Methods and Evidence from Selected Sectors in Latin America. In R. Rabellotti, & C. Pietrobelli , Upgrading to Compete: Global Value Chains, Clusters, and SMEs in Latin America (pp. 221-220). New York: Inter-American Development Bank.
- Barrientos, S., Gereffi, G., & Rossi, A. (2012). Economic and social upgrading in global production networks: A new paradigm for a changing world. International Labour Review, 150(3-4), 319–340.
- -Bielschowsky, R. (2010). Estrategia de desarrollo y política industrial en Brasil. Retrieved July 20, 2012 from <http://www.eclac.cl/http://www.eclac.cl/mexico/noticias/noticias/7/39057/5.Bielschowsky.pdf>
- Castañeda, F., & Luna, L. (2008). Pequeñas y Medianas Empresas: Una breve revisión de la discusión. Trend Management, pp. 102-105.
- Castañeda, F., & Pinto, J. (2011). Upgrade Industrial del Sector Frutícola Chileno. Espacio Cero, pp. 56-57.
- Dicken, P., Kelly, P., Olds, K., & Wai-Chung, H. (2001). Chains and networks, territories and scales: towards a relational framework for analysing the global economy. Global Networks, 1(2), 89–112.
- Fagerberg, J., & Godinho, M. (2006). Innovation and Catching Up. In J. Fagerberg, D. Mowery, & R. Nelson, The Oxford Handbook of Innovation (pp. 514-542). Oxford: Oxford University Press.
- Fisher, E., & Reuber, R. (2000). Industrial Clusters and SME Promotion in Developing Countries, Commonwealth Trade and Enterprise Paper. London: Commonwealth Secretariat.
- Gereffi, G., Fernandez-Stark, K., & Psilos, P. (2011). Skills for upgrading: workforce development and global value chains in developing countries. Durham: Duke Center on Globalization, Governance and Competitiveness.

- Gwynne, R. N., & Kay, C. (1999). Latin America transformed: globalization and modernity. London: Arnold.
- Gwynne, R. (2004). Structural Reforms in South America and Mexico: Economic and Regional Perspectives. In R. Gwynne, & C. Kay, Latin America Transformed: Globalization and Modernity (pp. 39-66). New York: Routledge.
- Gwynne, R. (2008). Firm Creation, Firm Evolution and Clusters in Chile's Dynamic Wine Sector: Evidence from the Colchagua and Casablanca Regions. American Association of Wine Economists, 1-48.
- Lin, J. & Chang, H-J. (2009). Should industrial policy in developing countries conform to comparative advantage or defy it? A debate between Justin Lin and Ha-Joon Chang. Journal of Development Policy Review, 2009, 27(5), 483-502.
- Palma, G. (2009). Flying Geese and Waddling effects: the different capabilities of East Asia and Latin America to 'Demand Adapt' and 'Supply Upgrade' their Export Productive Capacity. 2009. In M. Cimoli, G. Dosi, & J. Stiglitz, Industrial Policy and Development (pp. 203-239). Oxford: Oxford University Press.
- Rodrik, D. (2008). Industrial Development: Some Stylized Facts and Policy Directions. In O'Connor, D. & Kjollerström, M. Industrial Development for the 21st Century. (pp 43-67) New York: United Nations Publications.
- World Bank. (2009). Reshaping Economic Geography: World Development Report 2009. Washington: World Bank.

Assessment, Assignments & Academic Calendar

- -Short analysis and proposed solution to a case study (30%): Thursday 15 December, 2016
- Final Exam (60%): Friday 16 December, 2016
- Attendance (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	Genügend	Sufficient
60-0	5	Nicht genügend	Failed

Course & Instructor Policies

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

Extra credit: not possible

Class attendance: mandatory attendance of 80%

Late work:

Document upload and naming conventions*:

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: Leadership in International Context

Course title:	Leadership in International Context
Semester:	winter term 2016/2017
Credits:	5 ECTS
Class dates:	9.1.-13.01. & 23.01.-27.01.
Class times:	9 am – 1 pm daily
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

Name: Maria Azucena Pérez Alonso
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Campus A, 4th floor, room number 410
Office hours: on appointment

Instructor Bio

Azucena Pérez Alonso holds a master's degree in Psychology from the Universidad de Salamanca (Spain) additionally she has an education background in Business and Organizational Behavior. Her research areas comprehends Entrepreneurial Psychology, Intercultural Management and Organizational Behavior and Leadership. She is a regular visiting professor in numerous universities of Europe, Asia and Latin America and since 16 years member of different international universities networks where she has gathered intercultural management skills. Currently she is the overall coordinator of the Module Social Competences in the Master of International Industrial Management (FH JOANNEUM) and professor for Management, International Business and Social Competences and team work

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

None

Course Description

Due to the globalization, digitalization and individualism megatrends our society is under a deep transformation; leadership patterns, practices and experiences reflect this change. The course addresses, firstly, the timeless characteristics and theories of leadership; furthermore it leads the students to consider the big shift our society, and subsequently the business environment, is experiencing and how leadership effectiveness is influenced. Cross-cultural leadership skills have become crucial to succeed in an international business context; participants in the lecture will analyze and discuss how leaders can be prepared to deal effectively with cultural diversity. Finally, through exercises, students will gain an insight about their own motivations, impact on teams and leadership skills.

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings
1	Jan. 9	Introduction to leadership Leadership in the context of organizations	Materials and handouts will be provided
2	Jan. 10	Group Processes and Leadership: Social Cognition Attribution Attitudes & Behaviour Cognitive Dissonance Social Influence Conformity Obedience Group Influence Social Relationships Group polarisation Aggression Conflict & Cooperation Prosocial Behaviour	Materials and handouts will be provided
3	Jan. 11	Leadership theories: Trait leadership Skill based leadership Situational leadership Path goal leadership Transformational leadership Team leadership	Materials and handouts will be provided
4	Jan. 13	Megatrends and it applications on leading: Leading in a virtual context	Materials and handouts will be provided

5	Jan. 23	Megatrends and its applications on leading: Leading across the borders (local and global leadership skills and characteristics) leadership ethics in different cultural settings	Materials and handouts will be provided
6	Jan 24	Leadership, Teamwork and Conflict management within international organizations. Diversity Management	Materials and handouts will be provided
7	Jan. 25	Case studies , wrap up and exercises to identify their own leadership style	
8	Jan. 27	Presentations Final Exam	

Student Learning Objectives/Outcomes

- To learn different perspectives when approaching leadership in organizations.
- To be able to understand and compare the impact culture has on perceived leadership skills and leadership practices.
- To analyze, compare, evaluate and synthesize the characteristics of leading globally today and in the future.
- To develop an *awareness about ethical issues in a global context*.
- *To understand the balance between idiosyncrasy and homogenization of management and leadership practices.*
- *To develop a better understanding of the characteristics of virtual leading.*
- *To enable students to assess their own leadership qualities and to improve them.*

Teaching Approach

Student centered, inquiry based learning and teaching approaches including lectures, self-directed learning, case studies-written and visual, self-analysis, discussion, and group work.

Required Textbooks and Materials

- Mendenhall, M.; Osland, J.; Bird, A.; Maznevsk, M. (2012) Global Leadership: Research, Practice, and Development (Routledge Global Human Resource Management). Taylor & Francis Ltd.; 2nd edition
- Connerley, M.L.; Pedersen, P.B. (2005) Leadership in a Diverse and Multicultural Environment: Developing Awareness, Knowledge, and Skills. SAGE Publications, Inc;
- Case studies and articles will be provided.

Suggested/Additional Course Materials

Additional material will be suggested/ provided during the lectures

Assessment, Assignments & Academic Calendar

Assessment: Short analysis and proposed solution to a n individual and a group assignment (35%) along with a Final Exam (35%) and Attendance & Participation (30%)

Grading Policy

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

Assessment*	Points
Attendance & Participation	30%
Assignment & final Presentation	35%
Written exam	35%
total points	100%

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

Course & Instructor Policies

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

Extra credit: not possible

Class attendance: mandatory attendance of 80%

Late work:

Document upload and naming conventions*:

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

Course Evaluation

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

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

Module 10: Market Research and Statistics

Course title:	Market Research and Statistics
Semester:	winter term 2016/2017
Credits:	2,5
Class dates:	16.01.-20.01
Class times:	9 am – 1 pm daily
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

Name: Ali Akbari
Phone number: (805) 493-3379 / 818-314-8687
Email: akbari@callutheran.edu
Office location: Campus A, room 410
Office hours: Monday-Friday 8:00-9:00 and 1:00-2:00

Instructor Bio

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

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

Elementary statistics
Excel

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

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

The course focuses on the design, development, and implementation of business research projects. The course is centered around the tools and techniques of research and their application to the development of a formal research design. This course introduces the student to some of the uses of computer resources in research methods. You will learn a useful program (SPSS) that is used in the field of social research.

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings
1	Monday, January 16, 2017	Big Data Basics: Describing Samples and Populations Descriptive Statistics and Basic Inferences Distinguish among Population, Sample and Sample Distribution Central-Limit Theorem Estimation of Parameters and Confidence Intervals Sample Size Assess the potential for nonresponse bias The Role of Marketing Research What is Marketing Research? Applied and Basic Marketing Research Marketing Research and Strategic Management Orientation Planning and Implementing a Marketing Mix When Is Marketing Research Needed? Marketing Research in the Twenty-First Century Harnessing Big Data into Better Decisions Data, Information, and Intelligence Equal Value Database Sources and Vendors Marketing Analytics	Chapter 1, Chapter 2, Chapter 13
2	Tuesday, January 17, 2017	The Marketing Research Process Decision Making and Marketing Research Types of Marketing Research Stages in the Research Process	Chapter 3, Chapter 5,

		<p>Qualitative Research Tools</p> <p>What Is Qualitative Research?</p> <p>Contrasting Qualitative with Quantitative Methods</p> <p>Qualitative Research and Exploratory Research Designs</p> <p>Qualitative Research Orientations</p> <p>Common Techniques Used in Qualitative Research</p> <p>Preparing a Focus Group Outline</p> <p>Modern Technology and Qualitative Research</p> <p>Exploratory Research in Science and in Practice</p>	
3	<p>Wednesday, January 18, 2017</p>	<p>Secondary Data Research in a Digital Age</p> <p>Using Secondary Data in Marketing Research</p> <p>Typical Objectives for Secondary-Data Research Designs</p> <p>Sources of Internal Secondary Data</p> <p>External Secondary Data Sources</p> <p>Single-Source and Global Research in the Big Data Era</p> <p>Survey Research</p> <p>The Types of Information Gathered Using Surveys</p> <p>Sources of Error in Surveys</p> <p>Ways Marketing Researchers Conduct Survey Interviews</p> <p>Conducting Personal Interviews</p> <p>Observation</p> <p>Technology and Observation in Marketing Research</p> <p>Direct and Contrived Observation</p> <p>Ethical Issues in the Observation of Humans</p> <p>Observation of Physical Objects</p> <p>Mechanical Observation</p> <p>Measuring Physiological Reactions</p>	<p>Chapter 7, Chapter 8</p>
4	<p>Thursday, January 19, 2017</p>	<p>Measurement and Attitude Scaling</p> <p>What Needs to be Measured?</p> <p>Levels of Scale Measurement</p> <p>Indexes and Composites</p> <p>Validity</p> <p>What is an Attitude?</p> <p>Attitude Measures and Scaling</p> <p>Attitudes and Intentions</p> <p>Questionnaire Design</p> <p>Basic Considerations in Questionnaire Design</p> <p>Question Phrasing: Open- or Close-Ended Statements?</p> <p>Avoiding Mistakes</p> <p>Order Bias</p> <p>Survey Technology</p> <p>Pretesting and Revising Questionnaires</p> <p>Sampling Designs and Sampling Procedures</p> <p>Why Sample?</p> <p>Identifying a Relevant Population and Sampling Frame</p> <p>Random Sampling and Non-sampling Errors</p> <p>Probability versus Nonprobability Sampling</p>	<p>Chapter 10, Chapter 11, Chapter 13</p>

		What Is the Appropriate Sample Design? Surveys Using Self-Administered Questionnaires	
5	Friday, January 20, 2017	Communicating Research Results The Project and the Report Using Tables Effectively Using Charts Effectively Oral Presentation Reports on the Internet and Follow-Up <u>Final Exam</u>	Chapter 15, Chapter 16

Student Learning Objectives/Outcomes

The objectives of this course are to enable students to be able to:

- Understand the major theoretical and philosophical approaches to research in the world of business and management.
- Know how to design the data collection surveys from quantitative and qualitative perspectives, evaluate the contrasting research methodologies and determine the best approaches to obtain the required data.
- Understand the role of research methods, within the context of management, marketing and business.
- Compare and contrast research methodologies that relate to management, business and marketing research.
- Develop the skills necessary to find, read, understand, and critique published research.
- Learn how to discriminate among and interpret commonly used statistics, and to select the appropriate statistical tests for a given research problem.
- Develop the ability to make written and oral presentations of research results.
- Be involved in a “real world” research project that may involve surveys, polls, focus group, and experimental design.

This course is designed to answer many of the questions that are typically encountered in translating the concepts and ideas you have learned in various courses into practical business, management and economics application. You will be completing an entire research project from start to finish.

Expected Learning Outcomes

- At the end of the semester students will be able to:
- locate and identify information sources relevant to solving marketing problems;
- evaluate the marketing research process;
- use statistical programs for analyzing and interpreting marketing research data;
- apply up-to-date marketing research techniques and prepare research proposals.
- Construct and interpret summary numerical measures of location, variability, and association for the sample and the population.
- develop research designs from quantitative and qualitative perspectives.
- set research objectives and plan a research project.

- Be able to determine a specific marketing related research issue, set research objectives, plan and carry out a research project, critically analyze and evaluate evidence, and report the findings and outcomes.
- Be able to write up the results.

Teaching Approach

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

While these processes represent a lot of hard work, students often report that this is one of the most satisfying experiences in the school of management. They often come to this conclusion based on the following reasons.

- Practical Experience
- Satisfaction of Producing a Product.
- Application of Skills
- Exposure to Professional experience.

Required Textbooks and Materials

Essentials of Marketing Research (with Qualtrics, 1 term (6 months) Printed Access Card), 6th Edition, Barry J. Babin; William G. Zikmund
ISBN-10: 1-305-26347-2
ISBN-13: 978-1-305-26347-5

Suggested/Additional Course Materials

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

Assessment, Assignments & Academic Calendar

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

Topics:

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

Written Assignments (if any): End of chapter assignments

Due Date: The meeting after the lecture.

Exam Date: Last Class - Friday, January 20, 2017

Grading Policy

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

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

Assessment*	Points
Homework assignments (end of chapter assignments), and proposed solution to case studies	15
Main Project	25
Final Exam	40
Attendance	10
Total Points	100

Course & Instructor Policies

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

Extra credit: not possible

Class attendance: mandatory attendance of 80%

Late work:

Document upload and naming conventions*:

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

Course Evaluation

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

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

Module 11: International Human Resource Management and Careers

Course title:	International Human Resource Management and careers
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Semester:	winter term 2016/2017
Credits:	2.5 ECTS
Class dates:	January 30 th – February 3 rd , 2017
Class times:	9am – 1pm daily
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

Name: Konstantina (Nadia) Kougiannou
 Email: konstantina.kougiannou@ntu.ac.uk
 Office location: Institute of International Management
 Campus A, 4th floor, room number 410
 Office hours: On appointment

Instructor Bio

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

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

As DBA Programme Leader, she is involved with student personalisation, and matters relating to the programme's virtual interface.

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

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

None

Course Description

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

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings
1	30.01	Introduction to international HRM	Armstrong, M. (2014) Armstrong's Handbook of Human Resource Management Practice. 13th Edition, London, Kogan Page (Chapters 1, 37-39).
2	31.01	Global strategic issues within HRM	<u>Book:</u> Boxall, P. and Purcell, J. (2011) Strategy and Human Resource Management. 3rd Edition. London, Palgrave Macmillan. (Chapter 5 and 10) <u>Journal article:</u> Lengnick-hall, C.A., Beck, T.E. and Lengnick-hall, M.L. (2011) Developing a capacity for organizational resilience through strategic human resource management. <i>Human Resource Management Review</i> , 21(3), pp.243-255.
3	01.02	Managing and retaining talent in a global scale	Armstrong, M. (2012) Armstrong's Handbook of Human Resource Management Practice. 12th Edition, London, Kogan Page (Chapter 18 and 20). Taylor, S. (2014) Resourcing and Talent Management. London, Charter Institute of Personnel and Development (Chapter 1, 2 and 9).
4	02.02	The nature of modern careers	<u>Books:</u> GREENHAUS, J., CALLANAN, G. & GODSHALK, V. (2010) Career Management. London: Sage. (Chapter 1 and 2) DICKMAN, M. & BARUCH, Y. (2011) Global Careers (e-book), New York: Routledge (Chapter 1 and 12) <u>Journal article:</u> FERNANDEZ-ARAOZ, F., (2014) "The Big Idea: 21st-Century Talent Spotting", Harvard Business Review [online]. Available at: http://hbr.org/2014/06/21st-century-talent-spotting/ar/1 [accessed 2/7/2015]
5	03.02	Final Exam	

Student Learning Objectives/Outcomes

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

Teaching Approach

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

Required Textbooks and Materials

Please see above

Suggested/Additional Course Materials

Please see above

Assessment, Assignments & Academic Calendar

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

Topics: *IHRM and Careers*

Due Date: *02.02.17*

Exam Date: *Last Class*

Grading Policy

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

%			
	numeric	German	English
100 - 93	1	Sehr Gut	Excellent
92-85	2	Gut	Good
84-71	3	Befriedigend	Satisfactory
70-61	4	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:

Document upload and naming conventions*:

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

Course Evaluation

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

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