

Institute of International Management and Entrepreneurship
FH JOANNEUM, University of Applied Sciences, Graz, Austria

GLOBAL BUSINESS PROGRAM
COURSE SYLLABI
SUMMER SEMESTER 2024

FH | JOANNEUM
Management internationaler
Geschäftsprozesse

	Dates	Bank Holidays	Course	Lecturer	ECTS
1	26.02.2024-01.03.2024		International Consumer Behaviour	Zeynep Bilgin Wührer	2,5 ECTS
2	04.03.2024-08.03.2024		Human Resource Management: HR for People Managers	Waltraud Jelinek-Krickl	2,5 ECTS
3	11.03.2024-15.03.2024		Project Design and Management	Ketrina Čabiri Mijo	2,5 ECTS
4	18.03.2024-22.03.2024		Accounting and Financial Statement Analysis	Do Van Anh	2,5 ECTS
	25.03.2024 -29.03.2024		EASTER HOLIDAYS		
	01.04.2024-05.04.2024		EASTER HOLIDAYS		
5	08.04.2024-12.04.2024		Economics (1)	Branka Krivokapic-Skoko	week 1&2 = 5ECTS*
5	15.04.2024-19.04.2024		Economics (2)	Branka Krivokapic-Skoko	
6	22.04.2024-26.04.2024		Strategic Innovations in Emerging Markets	Rahul Singh	2,5 ECTS
7	29.04.2024-03.05.2024	01.05.2024	Intellectual Property Law (1)	Irina Foret	week 1&2 = 5ECTS*
7	06.05.2024-10.05.2024	09.05.2024	Intellectual Property Law (2)	Jim Silovs	
8	13.05.2024-17.05.2024		Cross-Cultural Management& Organizational Behavior (1)	Gerhard Apfelthaler	week 1&2 = 5ECTS*
8	20.05.2024-24.05.2024	20.05.2024	Cross-Cultural Management& Organizational Behavior (2)	Rupert Beinhauer	
9	27.05.2024-31.05.2024	30.05.2024	International Strategic Management (1)	Vito Bobek	week 1&2 = 5ECTS*
9	03.06.2024-07.06.2024		International Strategic Management (2)	Subash Shrestha	
10	03.06.2024-07.06.2024		Green Business Transformation	Trajce Velkovski	2,5 ECTS
11	10.06.2024-14.06.2024		Information, Global Competition&Organization (1)	Paul Witman	week 1&2 = 5ECTS*
11	17.06.2024-21.06.2024		Information, Global Competition&Organization (2)	Paul Witman	

NEW COURSES/LECTURERS

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: International Consumer Behavior

Course title:	International Consumer Behavior
Semester:	Summer term 2024
Credits:	5 ECTS
Class dates:	February 26 th to March 1 st , 2024
Class times:	9:15h – 13:00h daily
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

Name: Prof. Dr. Zeynep Bilgin-Wührer

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Email: bilginfz@gmail.com, fatmazeynep.bilgin-wuehrer@fh-joanneum.at

Office location: -

Office hours: on appointment

Instructor Bio

Dr. Zeynep Bilgin-Wührer is affiliated lecturer for International Consumer Behavior at University of Applied Sciences FH Joanneum in Graz. At the same time she lectures block seminars in marketing at the Johannes Kepler University in Linz. She was employed full time (1990-2013) at the Department of Business Administration in Marmara University, Istanbul and as a lecturer (2013-2018) at Johannes Kepler University, Linz. Other universities she lectured as visiting professor are State University of West Georgia, USA (Spring 1998), University of Memphis, (1998–1999), Johannes Kepler University, Linz (2008-2013), Bogazici University, Istanbul (2004-2005) and Yeditepe University, Istanbul (2000-2010), she was also guest lecture in Münster, Maribor, and Pamplona. Holding a BA in accounting & finance, an MBA in marketing, she received her PhD in marketing from Bogazici University, A scholarship from DAAD enabled her to work for her PhD thesis at Hamburg University, Germany (1987-1989). Her teaching and research interests: international marketing, emerging markets, international consumer behavior, marketing theory, service quality. Publications: books, book chapters, articles published internationally. Her main hobbies are singing, swimming, writing.

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

The aim is to provide an in-depth investigation of similarities and differences of buyer behavior across cultural and international boundaries. For this, the core market based (external) and human based (internal) factors influencing consumers' needs and buying habits, the customer journey mapping and trends along the hybrid shopping mile at international level will be discussed. Presentations with culture specific examples will help to better understand why people differ in their consumption experiences and choice behavior in world markets.

Overview of Topics and Schedule of Topics and Activities

International Consumer Behavior Schedule / Topics / Activities			
Day	Date	Topic	Assignment / Exam
Day 1	Feb. 26 th	<ul style="list-style-type: none"> International Consumer Behavior Decision Making Process Differences in Needs and Values 	Examples from <ul style="list-style-type: none"> - Latin American - European - Asian Markets
Day 2	Feb. 27 th	<ul style="list-style-type: none"> Influencers of Buying Habits in World Markets <ul style="list-style-type: none"> - Social Structure - Family and Household - Reference Groups 	Examples from home + other countries
Day 3	Feb. 28 th	<ul style="list-style-type: none"> International Customer's Value Expectations <ul style="list-style-type: none"> - Cultural, sub-cultural, cross cultural factors Differences in customer value perceptions and wellbeing 	Examples for differences in value expectations based on day 1 and day 2 concepts
Day 4	Feb. 29 th	<ul style="list-style-type: none"> Personality and Lifestyles affecting the preference and choice Customer Journey Mapping and Hybrid Shopping Mile in Global Markets 	Examples from emerging market countries <ul style="list-style-type: none"> - urban versus rural Social media and hybrid shopping experience examples and visits of web sites for product offers
Day 5	March 1 st	<ul style="list-style-type: none"> Presentations Exam 	

Student Learning Objectives/Outcomes

Student centered, inquiry based learning and teaching including lectures, self-directed learning (in class work and homeworks), and discussions. Familiarity with the content increases the stimulation and creative thinking during the class hours. It is advised to read relevant material prior to lecture.

Teaching Approach

Power points, web links and videos are used to enhance the focus of attention. The orientation provided by the lecturer will help to understand and memorize the topics better.

Required Textbooks and Materials

Lecture Notes: Bilgin, F. Zeynep (2024), International Consumer Behavior Lecture Notes

Reports and Articles

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: In Class work (30%), Homeworks (40%), Final Exam (30%)

Assessment*	Points
Attendance and participation	10
In Class work and presentations	30
Written Assignments	40
Exam	30
Total Points	100

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: upon agreement with lecturer

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 Science

Module 2: Human Resouse Management: HR for People Managers

Course title:	Human Resouse Management: HR for People Managers
Semester:	Summer term 2024
Credits:	2.5 ECTS
Class dates:	March 04 th - March 08 st 2024
Class times:	9:15h – 13:00h daily
Classroom:	tbd

Professor Contact Information

Name: Waltraud Jelinek-Krickl

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Office location: Eggenberger Allee 11, A-8020 Graz

Office hours: on appointment

Instructor Bio

Waltraud Jelinek-Krickl works for “International Management and Entrepreneurship” at the University of Applied Sciences FH Joanneum (Graz, Austria) since 2003. Prior to that, she worked for more than 10 years in the field of accounting, and management in positions as a manager and as an assistant to the CFO. She has graduated from KF University Graz, Austria so she has got two degrees: Master of Business Studies since 1993 and Master of Business Education since 2003. Her main topics are Management Accounting and SAP/ERP and Business Intelligence. She was always working additional in adult education and consulting; there her main topics are HR Management and SDG`s. She is teaching ERP/SAP HANA, IT-Reporting and Accounting. She has been involved in international education projects for years and has experience in Project Management and Big Data. She participates in several national projects (e.g. [SimplifAI – Künstliche Intelligenz übersetzt radiologische Berichte » FH JOANNEUM \(fh-joanneum.at\)](#)) and international projects ([Learning Workplaces » FH JOANNEUM \(fh-joanneum.at\)](#)). She was an exchange lecturer for two times in Auckland/NZ (2010 and 2020).

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

None.

Course Description

This course has been specifically designed for those looking to learn the basics of being successful in the human resources, personnel cost structure in Austria, Payroll Management, and implementing a learning workplace in a company.

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.

The aim of this workshop is to explain the concept of “Learning Workplaces” as well as to sensitize the employers on the importance and benefits of the transformation of organizations into Learning Workplaces. Additionally, the workshop sets a common understanding of what a Learning Workplace is and generates more ideas on how to transform an organization into a Learning Workplace.

Overview of Topics and Schedule of Topics and Activities

Day	Date	Topic	Readings
Day 1	04.03	Introduction to HR-topics Company strategy and HR-topics HR-topics (regulations, demographics) Austria EU International Personnel cost structure; movements, demographic trends, lack of skilled workers. Company-driven binding of employees	Statistik Austria, Austrian and European labour law Folder Literature on Moodle
Day 2	05.03	Special topics HR Learning Workplace- Employer Learning Workplace – employee Self- Leadership and Self - Motivation	Presentations and group work
Day 3	06.03	Special topics HR Learning Workplace - Employee	Presentations and group work

		Entrepreneurial Mindset and Identify Opportunities	
Day 4	07.03	Special topics HR Learning Workplace - Employer How to transform an organization into a Learning Workplace, Case Studies	Presentations and Case Studies,
Day 5	08.03	Introduction to Payroll Management Fields - Personnel cost structure in Austria - Payroll Management - Business Case / Working Papers	Personnel cost structure: https://www.bmf.gv.at/services/ WKO: dashboards and calculation sheets. Folder Literature on Moodle

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.
- Design activities transforming a workplace into a Learning Workplace - employer
- Identify areas of initiative taking in the workplace - employee
- Referring students interests
- Work successfully in teams

Teaching Approach

Types of learning/teaching:

- Frontal teaching
- Work in smaller groups or pair work
- Independent students work
- E-learning

Teaching methods:

- Explanation
- Conversation/discussion/debate
- Work with texts
- Case studies
- Different presentation

Required Textbooks and Materials

Heidi M. Neck; Entrepreneurship; The Practice and the Mindset

Materials uploaded to the Moodle Web-site.

Assessment, Assignments & Academic Calendar

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Assessment:

- **Active working during training:** Questions and Participation 25%
- **Presentation** 25%
- **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	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: upon agreement with lecturer

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

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Module 3 : Project Design and Management

Course title:	Project Design and Management
Semester:	Summer term 2024
Credits:	2.5 ECTS
Class dates:	March 11 th – March 15 th , 2024
Class times:	9:15h – 13:00h daily
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

Name: Dr. Ketrina Cabiri Mijo

Phone number: +355 672791229

Email: ketrina.cabiri@uet.edu.al

Office location: European University of Tirana, Albania

Office hours: NA

Web (if available): https://uet.edu.al/en/our_team/dr-ketrina-cabiri-mijo/

Instructor Bio

Ketrina Çabiri Mijo completed her Doctoral Studies on Corruption and Public Procurement Decision Making at the European University of Tirana (UET) in 2018 aligned with a research fellowship at the Institute for Social and Economic Research (ISER) at the University of Essex (funded by the Civil Society Scholarship Award) and in the Department of Political Science and Sociology, University of Salzburg (funded by the Sigma Agile Program). Ketrina holds a master's degree in European Policy from the University of Sussex, UK in 2009 supported by an OSI – Chevening scholarship. During 2017, Ketrina was involved as a researcher in the TRAIN program for dialogue and policy promotion in the Western Balkans, supported by the German Council for Relations with Outside (DGAP).

Since 2011 Ketrina has been involved as a project manager in the Office for the Development of Projects and Partnerships at UET and is currently the Head of this Office. She has previously worked as an expert on European Research and Development Programs at the Agency for Research, Technology and Innovation (AKTI) under the Council of Ministers. She has extensive

experience in project design and management, in programs such as IPA CBC / Interreg MED / Balkan Med, Tempus, LLP / Jean Monnet, ERASMUS +, ESPON, Horizon, EIT and other national and international donors such as the World Bank, British Council, Open Society Foundation, Friedrich Ebert Stiftung, OSCE, UNOMEN, GDN (Global Research Competition) etc. She has been lecturing subjects such as Project Design and Management, Research Methods, Theories of Democracy and Public Policy, in both BA and MA cycle.

Ketrina has published in national and international journals and publishing houses, such as Bentham Science Publishers, Kluwer Law International, Oxford University Press, Emerald Publishing, Scopus, etc.

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

No previous law experience is required

Course Description

The main purpose of this course is to equip students with basic knowledge on the way a project is designed and managed. Specifically, what will be lectured is the life cycle of a project, log frame and logic models which are an important tool in the development and design of any kind of project, the criteria used for project selection, planning and budget, risk management and methods used to control monitor and evaluate projects. This course not only delivers the tools and processes to successfully manage a project, but it also provides an understanding of the effectiveness of these tools and methods.

At the end of this course students will be able to understand the basic concepts of project design and management, but also, they will acquire knowledge and skills in problem analysis, objective analysis and project proposals.

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings
1	March, 11 th	Introduction to project design and management. (Project life cycle; Problem and Objective Tree, Strategies; Partnership; Stakeholders)	Folder Literature on Moodle
2	March, 12 th	Logical Framework Approach (LFA) and project design	Folder Literature on Moodle

3	March, 13 th	Project planning (time, cost, outsourcing). Risk Management	Folder Literature on Moodle
4	March, 14 th	Progress and Performance Measurement and Evaluation; Managing Project Teams	Folder Case studies on Moodle
5	March, 15 th	Case Study	Folder Case studies on Moodle

Student Learning Objectives/Outcomes

The learning outcome for this course include:

1. Enabling students to understand and practically implement some of the most important aspects and tools of project design.
2. Introduction to theoretical knowledge of managing a project.
3. Practical hints and tricks to successfully manage a project, focusing on European grants.

By design this course is composed to help students gain some important competences, such as: critical analysis, leadership, teamwork, communication, and presentation. With the successful completion of the course, students will feel confident in developing simple projects ideas or managing small scale projects as individuals or part of a larger group.

Teaching Approach

Types of learning/teaching:

- Frontal teaching
- Work in smaller groups or pair work
- Independent students work
- E-learning

Teaching methods:

- Explanation
- Conversation/discussion/debate
- Case studies
- Different presentation

Required Textbooks and Materials

- Larson, E. W., Gray, C. F., & Gray, C. F. (2015). Project management: The managerial process. Published by McGraw-Hill/Irwin

- Golini, R., Corti, B., & Landoni, P. (2017). More efficient project execution and evaluation with logical framework and project cycle management: evidence from international development projects. Impact Assessment and Project Appraisal

Suggested/Additional Course Materials

- Materials uploaded to the Moodle Platform

Assessment, Assignments & Academic Calendar

- Seminar paper – document + presentation (4*10): 40%
- Final Project presentation - presentation + document: 60%

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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
Seminar paper – document + presentation	40
Final project – presentation + document	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*: defined by lecturer

Course Evaluation

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

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: Accounting and Financial Statement Analysis

Course title:	Accounting and Financial Statement Analysis
Semester:	Summer Term 2024
Credits:	1,5 ECTS
Class dates:	March, 18th – March, 22nd, 2024
Class times:	Monday-Friday (9 am-1 pm)
Classroom:	tbd

Professor Contact Information

Name: PhD, FCCA, Do Van Anh

Phone Number(s): +84 912634061

Email: anhdv@hanu.edu.vn

Office location: Hanoi University, Vietnam

Office Hours: *by appointment*

Instructor Bio

Do Van Anh, PhD, FCCA, is Dean of the Faculty of Management and Tourism, Hanoi University. Van Anh obtains PhD in finance from University of Lille, France. She holds master degrees from University of Sydney, Australia (Master in Accounting and Finance) and University of Lille (Master by research in Finance, France. Since 2009, she has been a fellow member of the Association of Certified Chartered Accountant (ACCA). Her teaching experience is in the field of financial and management accounting, financial management and financial analysis. Prior to joining Hanoi University, Van Anh worked at KPMG Ltd as auditor. Outside of academia, she has acted as a consultant for both the private and public sectors. She used to be a member of Control Committee for a hospitality and tourism business.

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

N/A

Course Description

The course provides students with understanding and interpretation of financial statements from a user perspective. The course deconstruct numbers from financial statements to draw insights into companies and their performances. Students are equipped with variety of tools to measure and assess company's profitability and risk.

Overview of Topics and Schedule of Topics and Activities*

Date	Topics	Readings
March, 18 th	Fundamental concepts of accounting and the stakeholders of financial reports <ul style="list-style-type: none"> - The use and users of financial statements. - Fundamental accounting concepts and principles - How financial statements are prepared 	Ittelson, T.R., <i>Financial Statements – A Step-by-Step Guide to Understanding and Creating Financial Reports</i> , 3 rd Ed., 2020, Career Press
March, 19 th	Navigating financial statements <ul style="list-style-type: none"> - The Income Statement - The Statement of Financial Position - The Statement of Cash Flows - Notes to financial statements - Other reports 	Ittelson, T.R., <i>Financial Statements – A Step-by-Step Guide to Understanding and Creating Financial Reports</i> , 3 rd Ed., 2020, Career Press
March, 20 th	Profitability Analysis <ul style="list-style-type: none"> - Overview of profitability analysis - Growth analysis - Tools for profitability analysis - Profitability ratios 	Palepu, K.G., Healy, P.M., Wright, S., Bradbury, M & Lee, P., <i>Business Analysis and Valuation – IFRS edition</i> , 5 th Ed., 2019, Cengage Learning
March, 21 th	Risk Analysis <ul style="list-style-type: none"> - Short term liquidity risk - Long term solvency risk 	Palepu, K.G., Healy, P.M., Wright, S., Bradbury, M & Lee, P., <i>Business Analysis and</i>

	- Bankruptcy risk	<i>Valuation – IFRS edition, 5th Ed., 2019, Cengage Learning</i>
March, 22 th	Group presentations	

Student Learning Objectives/Outcomes

- To develop an understanding and interpretation of the financial statements
- To develop the practical skills to collect, manage and deconstruct financial statements to extract meaningful information for decision making.
- To draw professional and empirical conclusion pertaining to financial health of a company and the implication for stakeholders.

Teaching Approach

Types of learning/teaching:

- Frontal teaching
- Work in smaller groups
- Independent students work
- E-learning

Teaching methods:

- Explanation
- Conversation/discussion/debate
- Practical exercises
- Case studies
- Different presentation

Required Textbooks and Materials

Materials will be provided by lecturer on Moodle

Suggested/Additional Course Materials

Ittelson, T.R., *Financial Statements – A Step-by-Step Guide to Understanding and Creating Financial Reports*, 3rd Ed., 2020, Career Press.

Palepu, K.G., Healy, P.M., Wright, S., Bradbury, M & Lee, P., *Business Analysis and Valuation – IFRS edition*, 5th Ed., 2019, Cengage Learning.

Assessment, Assignments & Academic Calendar

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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.

Assessment:

Participation: 20%

Presentation: 30%

Written report: 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	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: upon agreement with lecturer

Document upload and naming conventions*: defined by lecturer

Course Evaluation

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

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

Module 5: Economics

Course title:	Economics
Semester:	Summer term 2024
Credits:	5 ECTS
Class dates:	April 08 th - April 12 th ; April 15 nd - April 19 th , 2024
Class times:	9:15h – 13:00h daily
Classroom:	tbd

Professor Contact Information

Name: Professor Branka Krivokapic – Skoko

Email: bkrivoka@gmail.com

Office location: MS Teams

Office hours: -

Instructor Bio

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

Branka has more than twenty years of experience in teaching Business Economics, Micro and Macro Economics, Health Economics, Labor Economics and International Economics, for both undergraduate and postgraduate students in Australia and New Zealand. Branka has been also teaching International Finance at the FH JOANNEUM University of Applied Science as part of the Global Business Program (GBP). Branka is currently supervising a number of students doing Doctorates of Business Administration and regularly running research workshops for doctoral students and early career researchers.

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

This course is designed to build up on the existing business knowledge and experience. Students are expected to have some understanding of the concepts of costs, revenue and profit, as well as familiarity with the average and marginal analysis, and direct and indirect relationships between variables. These foundation skills will be refreshed during first teaching week.

Course Description

This course provides a foundation for further studies in economics at a postgraduate level, and more generally in business, management and marketing. The course is designed as a combination of micro and macro-economic issues. The first half of the course introduces students to the tools of economic analysis, an understanding of price formation, the behavior of firms and consumers, and the basic models of market structure and their efficiency. The course covers the role of consumers and producers in the market system, and develops the perfect competition and monopoly models of market structure. The course also covers the role of government as a regulator of market activity and selected aspects of contemporary market failure including public goods and externalities. The second half of the course covers the macroeconomic concepts such as inflation and unemployment, and fiscal and monetary policy.

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings- from Layton et al (2019)
1	8 April	What is Economics?	Thinking like an economist Chapter 1 ; Appendix to Chapter 1
2	9 April	Demand and Supply	Market demand and supply Chapter 3
3	10 April	<u>Multiple choice quiz (Assessment 1)</u> Elasticity & Applications	Elasticity of demand and supply Chapter 5
4	11 April	Market in Action (a) Market in Action (b)	Market failure Chapter 4 Policy Issues/Climate change Chapter 10
5	12 April	<u>In class test (Assessment 2)</u>	

6	15 April	Production and costs Market Structures	Production and costs (brief overview) Chapter 6 Perfect competition and Monopoly Chapter 7 (pp 165-170) & Chapter 8
7	16 April	Basic Macroeconomic Concepts	Inflation and Unemployment Chapter 13
8	17 April	<u>Multiple choice quiz (Assessment 3)</u> Aggregate Demand and Aggregate Supply	A simple model of the macro economy Chapter 14
9	18 April	Monetary and Fiscal policy	Macroeconomic policy I: Monetary policy Chapter 16 Macroeconomic policy II: Fiscal policy Chapter 17
10	19 April	<u>Exam (Assessment 4)</u>	

Student Learning Objectives/Outcomes

1. Ability to explain and apply the core microeconomic principles, and how they apply to the behavior of consumers and producers and their interaction in the market place
2. Ability to explain how the competitive market system works in contemporary economies, and cases of imperfect competition focusing on pure monopoly and aspects of natural monopoly
3. Ability to explain the role market failure and apply it to the case of public goods and externalities

4. Skills and knowledge necessary for analyzing the impacts of monetary and fiscal policy on major economic variables such as inflation, unemployment and gross domestic product
5. Skills to construct graphs and diagrams to demonstrate how economic concepts and principles work in practice

Teaching Approach

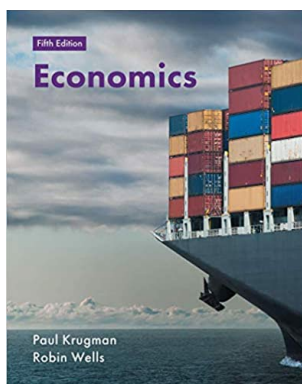
The teaching approach consist of formal lectures, discussions, practical exercise, and practical examples of calculations, quantitative problem sets and case studies.

Required Textbooks and Materials



Layton, A.P, Robinson, T.J. & Tucker, I.B. (2019) Economics for today, 6th Asia Pacific Edition, Cengage Learning, Australia, or Layton, A.P, Robinson, T.J. & Tucker, I.B. (2022) Economics for today, 7th Asia Pacific Edition, Cengage Learning, Australia.

Alternatively, students can use



Krugman, P. & Wells, R. (2018) Economics, 5th Edition, Worth Publishers, New York, USA
Students can also use any other economics textbook.

Suggested/Additional Course Materials

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

Assessment, Assignments & Academic Calendar

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

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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:

	Assessment	Points
1	Quiz 1 (Multiple choice questions)	10.0
2	In class test (short answers)	30.0
3	Quiz 2 (Multiple choice questions)	10.0
4	The Final exam	40.0
5	Attendance	10.0
	Total points	100.00

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%

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

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: Strategic Innovations in Emerging Markets

Course title: Strategic Innovations in Emerging Markets

Semester: Summer term 2024

Credits: 2.5 ECTS

Class dates: April 22nd – April 26th, 2024

Class times: 9:15h – 13:00 h daily

Classroom: tbd

Professor Contact Information

Name: Dr Rahul Singh

Email: rahul.singh@bimtech.ac.in

Office location: Institute of International Management Campus A, 4th floor,
room number 410

Instructor Bio

Prof. Rahul Singh is Professor of Strategy and Sustainability, and Chair of Strategy, Innovation and Sustainability, and Chair of CESTour BIMTECH, at Birla Institute of Management Technology, INDIA. Dr Singh is also Founding chair of the executive education program. His domain of work has been Strategy, Sustainability and Digital Transformation. European Higher Education Experts (EHEE) by European Union and is visiting professor at FH Joanneum University Austria, JSBE Finland and KEDGE Business School, France.

Dr Singh is awarded Best teacher Award, Birla Institute 2022, AICTE-Dr Pritam Singh National Best Professor 2021 Award by Ministry of Education, Government of India, Best research Professor 2017, he has received many accolades for his research papers and scholarly activities.

He is Global SiG EdTech Committee Member @TiE Global and Charter Member of TiE Delhi Chapter; Academic Council Chair at Analytics & AI Association of India; Lifetime member of Institute of Directors, India and other such professional and business councils in India and abroad.

He is chairman of SSF, WRDF and Governor nominee to PDDU University Rajasthan, Board Members at DDU college, University of Delhi, Board Member at SS Foundation; and co-

founder & Mentor of eDelta, an Edtech start-up working as social enterprise in rural India. Rahul has been external resource to SAIL, NTPC, JSPL, UGC Nepal, GAIL, NHPC and many other organizations; guided organisations on Strategy formulation and CSR/Sustainability Strategy. A researcher and writer contributing to newspapers, magazines and invited by National TV for debates. , he has also received several 'Best Research Professor' and 'Best Research Paper' awards for his researches. He has published in top-tier journals including Journal of Business Research, Industrial Marketing Management, Journal of Brand Management, International Journal of Emerging Market, Journal of Global Scholars of Marketing Science, Journal of Applied Economic Research, Journal of Business Perspectives and has also been founding editor-in-chief of two international journals. Dr Singh has received large funding for various assignments from Confederation of Indian Industry, European Union, British Council and USAID. Some of noted contributions include Global Expansion of MNCs from India, Market Principles for Micro Insurance industry of India, preparing Vision@2022 for three states of India, and first Think Tank survey of India, Strategic plan for Internationalisation of universities.

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

None

Course Description

Many business leaders opine that there are too many companies in mature markets which assume that the one of the only reason to enter emerging market is to acquire new customers. These companies fail to perceive the potential for reverse growth and innovation comign from those markets or to notice that a few leading MNCs have successfully tapped the potential for ideas in products and services helpign them not only to reintroduce their products in emerging marekts but also takeing these in matured markets. Think of General Electric's portable ultrasound technology, ECG machine, Intel's inexpensive Classmate PC and Embrace as absolutely new product beting the matured in the health infrastructure industry to save millions of life. There are other companies which see the opportunities but they are unable to act in absence of their understiadng and managing in the emerging market conditions. They understadn that it is very difficult to work on anything more than selling and creating customer base in unfamiliar settings. Many companies also lack the understnadidng of not only

managing innovation but even doing business, and make huge expenses in order to search business, still do not succeed.

This ultra expansion gave birth to the new wave strategies and orientation of firms in establishing themselves in the emerging markets not only to do business for the specific market but also to make it a centre for other markets. The developed market multinationals have moved with strategy in the new markets considering these markets static in their need and aspirations. The technological innovation and Globalization of 2 decades has changed the world and consumers are aspirational everywhere in the world. There is a new consumer segment with more purchasing power which has modified the definitions of markets and attributes of doing business.

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

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

Overview of Topics and Schedule of Topics and Activities*

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

- Globalization in new era, role of digital economy
- Emergence of new market and growth markets
- The geo-political and economic growth issues

Discussion :

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

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

EXERCISE – 1. Economic profile of an emerging market, 2. Profile of a company from emerging market, 3. Profile of a new product or services idea from emerging market

2. Evaluating Business Environment in New Markets

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

Discussion :

Strategies that fit emerging markets (HBR);

<https://hbr.org/2005/06/strategies-that-fit-emerging-markets>

How multinationals can win in India (McKinsey).

CASE - Metro Cash and Carry

3. Competitive Strategies in Emerging Market

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

Discussion:

A new breed of multinational company has emerged,

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

Strategies for Competing in a Changed China,

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

EXERCISE – review of an article

4. Understanding Markets - CAGE Model and Institutional Voids

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

Discussion:

Exploiting Institutional Voids as Business Opportunities, Harvard Business Review

CASE - Haier – Taking the Chinese Company Global

5. New Opportunities – Bottom of Pyramid

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

Discussion:

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

CASE – Narayan Hrudalaya Heart Hospital - Cardiac Care for the poor

FINAL EXAM

Student Learning Objectives/Outcomes

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

Learning Outcomes:

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

Teaching Approach

This is case method course and motivates discussions in the classroom. Students are expected to work in a team and manage the group dynamics for optimum performance. Reading material finished before particular session will benefit the class discussion. It is important to discuss issues in the class on certain assumptions of developed markets and how these are different in another context.

Required Textbooks and Materials

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

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

Suggested/Additional Course Materials

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

Assessment, Assignments & Academic Calendar

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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.

The course is evaluated from class work, class discussion, case studies, and exam. This is designed to create higher degree of engaged learning by students which in turn should produce higher outputs of understanding. Following evaluation design is used for the course.

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

Topics: as mentioned

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

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

Due Date: as mentioned in the session plan

Exam Date: as mentioned in the session plan

Grading policy

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

Assesment*	Points
Case Study (2) – group	15x2= 30
Class discussion	20
Class Assignment	10
One written exam (1) – individual	40
total points	100

Course and Instructor Policies

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

Class attendance: mandatory attendance of 80%

Document upload and naming conventions*: defined by lecturer

Course Evaluation

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

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: Intellectual Property Law

Course title:	Intellectual Property Law
Semester:	Summer term 2024
Credits:	5 ECTS
Class dates:	April 29 th – May 3 rd ; May 6 th – May 10 th , 2024
Class times:	9:15h – 14:00h daily
Classroom:	tbd

Professor Contact Information

Name: Irina Foret

Phone number: -

Email: Irina.foret@fh-joanneum.at

Office location: Institute of International Management; Campus A, 4th floor, room 464

Office hours: 9.00 – 15.00

Name: Jim Silovs

Phone number: -

Email: jsilovs@mtroyal.ca

Office location: -

Office hours: -

Instructor Bio

Irina Foret has started her professional career in 2006 as a lecturer at Voronezh State University and since then worked in several private sector enterprises and higher education. She founded in 2006 and runs her own law company ``Foret&Partners`` LLC and was a legal adviser to CBM in Voronezh. She holds a Ph.D. in History (2006, Voronezh State University), a Specialist Degrees in History (2001, Voronezh State University) and in Law (2004, Voronezh State University). In 2017, Irina received a Jeanne Monnet grant for her educational project "Refugee Legislation: European Experience and Standards for Russia, 2017-2020". Irina has lectured Law at the Girona University (Spain) and in Dokuz Eylül University (Izmir, Turkey).

Irina Foret now works as a lecturer and an international coordinator at the Institute of International Management&Entrepreneurship, FH Joanneum.

Jim Silovs earned his B.P.E., J.D., and B.Ed. from the University of Calgary and his LL.M from Osgoode Hall Law School at York University. Since 2003, Jim has instructed a variety of law, insurance and governance courses for private industry, the Haskayne School of Business at the University of Calgary, and the Bissett School of Business and the Faculty of Continuing Education and Extension at Mount Royal University. Jim is currently an Associate Professor and Associate Dean, Academic with the Faculty of Business and Communications Studies at Mount Royal University. In addition to the roles Jim plays in post secondary education, Jim has accumulated over 20 years legal experience providing general corporate commercial advice to a broad range of clients and playing key roles in negotiating and drafting major business transactions. Lastly, Jim is an active volunteer who currently sits on advisory boards and partnership councils related to adult education and professional development, is the immediate past chair of the Tennis Alberta Sportsmanship and Ethical Conduct Committee and has recently sat on the Law Society of Alberta's Continuous Professional Development Committee. In addition to his committee work, Jim is currently a board member of Management Education Advisory Group Ltd. and the Youth Singers of Calgary, the Past President of the Canadian Academy of Legal Studies in Business, and is a member of a number of professional associations related to law, research and teaching. Jim's research interests lie in ethics, governance and managing risk in business relationships.

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

No previous law experience is required

Course Description

The course will introduce an overview of intellectual property (IP) laws and the different types of intellectual property: patents, which cover inventions and process innovations; copyright, which protects original works of authorship; and trademarks, which protect a business' commercial identity as the source of valuable goods and services.

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Subject	Material
1	April, 29th	Introduction to Intellectual Property.WIPO	Relevant chapters in the course literature, literature distributed on MS Teams
2	April, 30th	Patent Law	Relevant chapters in the course literature, literature distributed on MS Teams
3	May, 2nd	Copyright Law	Relevant chapters in the course literature, literature distributed on MS Teams
4	May, 3rd	Trademark Law	Relevant chapters in the course literature, literature distributed on MS Teams
5	May, 6th	tbd	tbd
6	May, 7th	tbd	tbd
7	May, 8th	tbd	tbd
8	May, 10th	tbd	tbd

Student Learning Objectives/Outcomes

Upon successful completion of the course students will learn how to protect intellectual property (including websites, domain names, programs and databases) and prepare an evidence base. They will also learn how to prove authorship and resolve disputes in the World Intellectual Property Organization (WIPO).

As an outcome students will be able to understand how to register intellectual property in international systems and obtain a patent or register a trademark.

Teaching Approach

Core material is presented and then discussed in class; active participation of students is expected. Teaching would be conducted through the series of presentations with integrated law cases. Students need to prepare the presentations on the selected topic. Written test at the final day of the course.

Required Textbooks and Materials

All materials will be available on MS Teams.

Suggested/Additional Course Materials

Some additional material is provided by the lecturer and distributed through MS Teams.

Assessment, Assignments & Academic Calendar

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One written test (at the end of the week) to test the knowledge and the ability to apply this knowledge in work and life.

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

Topics: All topics covered by the course

Written Assignments (if any): Test

Grading Policy

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

%			
	numeric	German	English
100 - 93	1	Sehr Gut	Excellent
92-85	2	Gut	Good

84-71	3	Befriedigend	Satisfactory
70-61	4	Genuegend	Sufficient
60-0	5	Nicht genuegend	Failed

Assesment*	Points
Written Test (week 1)	
Understanding the material of the course	40
Use of methods learned during the course	40
Clear and logical structure of answers	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 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 8: Cross-cultural Management and Organizational Behavior

Course title:	Cross-cultural Management and Organizational Behavior
Semester:	Summer term 2024
Credits:	5 ECTS
Class dates:	May 13 th -May 17 th (Week 1), May 20 th -May 24 ^h (Week 2), 2024
Class times:	1 st week: 9:15h – 13:00h daily; 2 nd week: 9:15h – 14:00h daily
Classroom:	FH Joanneum Campus A, ground floor, seminar room 014

Professor Contact Information:

Name: Dr. Gerhard Apfelthaler

Phone number: 1.805.338.5879

Email: apfelthaler@callutheran.edu

Office location: Institute of International Management, Campus A, 4th floor, room number 410 (only during week of class)

Office hours: upon request

Web : http://www.callutheran.edu/management/faculty/profile.php?profile_id=478

Name: Dr. Rupert Beinhauer

Phone number: +43 5453 6822

Email: Rupert.Beinhauer@fh-joanneum.at

Office location: Institute of International Management, Campus A, 4th floor, room number 470

Office hours: upon request

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

Instructor Bio:

Gerhard Apfelthaler is Professor of International Business and Dean of the School of Management at California Lutheran University (CLU) in Thousand Oaks, California. Prior to his current role he has served as the Associate Dean for Graduate Programs 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, Startup 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, born in 1970, holds a PhD in Psychology from the Karl Franzens University in Graz, Austria. He currently works at the Department of International Management at FH JOANNEUM (University of Applied Sciences Graz/Austria) and teaches Intercultural Management as well as Statistics and Methodology at Bachelor and Master level. In addition, he develops workshops and seminars for the academic sector and adult education. He has been involved in international education projects for twenty years and has extensive experience in project management. He participates in several international projects and provides scientific input in a number of multinational research teams.

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

(including required prior knowledge or skills)

English language skills adequate for academic discussion.

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*

1st Week: Gerhard Apfelthaler

Day	Topics	Readings
1	Introduction to cross-cultural differences and their influence on management, marketing, and leadership.	<p>Required Readings (will be made available via Moodle):</p> <p>Apfelthaler, G. (2022). International Market Entry Strategies, Chapter 7.</p> <p>Optional Readings (will be made available via Moodle):</p> <p>Behfar, K. et. al. (2015). The Influence of Cultural Values on Business Practice. Darden Business Publishing / University of Virginia.</p> <p>Hofstede, G. (1993). Cultural constraints in management theories. <i>The Academy of Management Executive</i>, 7(1), 81-94.</p> <p>Kirkman, B. et. al. (2016). Research: The biggest culture gaps are within countries, not between them, Harvard Business Review, retrieved from https://hbr.org/2016/05/research-the-biggest-culture-gaps-are-within-countries-not-between-them.</p>
2	The dimensions of Hofstede: Power Distance and Individualism	<p>Optional Readings (will be made available via Moodle):</p> <p>Hahn, M. & Molinsky, A. (2016). Having a difficult conversation with someone from a different culture, Harvard Business Review, retrieved from https://hbr.org/2016/03/having-a-difficult-conversation-with-someone-from-a-different-culture</p>

3	The dimensions of Hofstede: Uncertainty Avoidance and Masculinity	<p>Knight, R. (2015). How to run a meeting of people from different cultures, Harvard Business Review, retrieved from https://hbr.org/2015/12/how-to-run-a-meeting-of-people-from-different-cultures.</p> <p>Meyer, E. (2016). How to give and receive feedback across cultures, Fast Company, retrieved from https://www.fastcompany.com/3056385/how-to-give-and-receive-feedback-across-cultures</p>
4	Putting the dimensions into practice: Country-specific Workshop and Group Work	<p>Meyer, E. (2015). Getting to Si, Ja, Oui, Hai, and Da, Harvard Business Review, retrieved from https://hbr.org/2015/12/getting-to-si-ja-oui-hai-and-da</p> <p>Swanson, A. (2016). The secret to disagreeing with people from 20 different countries, in one chart, The Washington Post, retrieved from https://www.washingtonpost.com/news/wonk/wp/2016/05/11/the-secret-to-disagreeing-with-people-from-20-different-countries-in-one-chart/?utm_term=.526712ba40da</p>
5	Final presentations and concluding discussion	

2nd Week: Rupert Beinhauer

Day	Topics	Readings
1	<p>Introduction session. A modern view on Culture. Macro-, Meso- and Mikro Views. Value Orientation Theory.</p> <p>Classroom Exercise & Experiment</p>	<p>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</p>
2	<p>Defining a company culture. Elements of Company Cultures.</p> <p>Assignment one – Company Culture The Culture Canvas</p>	
3	<p>Presentations of assignment one</p> <p>The Importance of perception (Advanced) Stereotypes. Comparing Cultures.</p> <p>Assignment two – Company Marketing Strategies</p>	
4	<p>Presentation of assignment two</p>	

	Layers of a culture. Theory of E. Schein Assignment three – Analysis of a company culture	
5	Presentations of assignment three. Writing a good paper. A short paper writing workshop.	

Student Learning Objectives/Outcomes

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

Teaching Approach

In this course, we use a multitude of didactical methods, including:

- 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.

- Please note that in case of restrictions concerning presence meetings, because of the Covid pandemic, the teaching method change to online methods. If it should be necessary, the syllabus will be updated accordingly.
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Required Textbooks and Materials

1. Apfelthaler, G. (2021). International Market Entry Strategies, Chapter 7.
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Suggested/Additional Course Materials

Not required, only as back-up and further reading are all materials listed further above, plus the following:

1. 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
2. Bolten, J. (2015). Einführung in die interkulturelle Wirtschaftskommunikation (Vol. 4731). UTB.
3. Hofstede, G. (2001) Culture's Consequences. Comparing Values, Behavior, Institutions, and Organizations Across Nations. 2nd edition. Thousand Oaks/London/New Delhi: Sage.
4. House, R. J., Hanges, P. J, Javidan, M. & Dorfman, P. (2004). Culture, Leadership and Organizations. The GLOBE Study of 62 Societies. Thousand Oaks: Sage.
5. Trompenaars, Fons and Hampden-Turner, Charles (2012). Riding the Waves of Culture. New York: McGraw-Hill, 3rd edition

Assessment, Assignments & Academic Calendar

Assessment:

Group Works – Week 1: Based on theoretic inputs students will work on three group assignments in class.

- (1) Formation of a groups (min. 3 students, maximum of five students). Ideally, the group is composed of students from different countries / cultures.
- (2) In the first assignment students will use the culture canvas to design an ideal company culture, that encompasses all traits they would envision as ideal.

- (3) In the second assignment students will explore intercultural marketing strategies by analysing and comparing company websites and other sources from different countries.
- (4) In the third assignment an existing company culture will be analysed using the tools learned and used in class.
- (5) Active participation in the group work and the quality of the presentations will be part of grading.

Based on the steps outlined above, students will prepare two short presentations of approximately 5 – 8 minutes duration, which will be presented in class. Templates for presentations will be provided.

Group Project – Week 2: 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:

- (6) Choice of a culture to explore in this group project. Ideally it is a culture that at least one group member originates from.
- (7) 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.
- (8) 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!

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 will be made available by the instructor.

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

(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
Attendance & Participation (2 pts per day)	20
Group Projects: Presentations week 1	40
Group Projects: Presentation week 2	40
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>

Module 9: International Strategic Management

Course Title: International strategic management

Semester: Summer Semester, 2024

Credits: 5 ECTS

Class dates: May 27 – June 7, 2024

Class times: 9:15 a.m. – 1:00 p.m.

Classroom: G.EA11.014

Professor Contact Information

Name: Prof. Dr. Vito Bobek

Phone number: +43 316 5453-6829

Email: vito.bobek@fh-joanneum.at

Office location: Eggenberger Allee 11, 8020 Graz, Austria, Room 468

Office hours: upon previous arrangement

Web (if available): <https://www.fh-joanneum.at/en/university/person/vito-bobek/>

Name: Dr. Subash Shrestha

Phone number: +977 98512 73480

Email: subash@gci.edu.np

Office location: Eggenberger Allee 11, 8020 Graz, Austria, Room 468

Office hours: upon previous arrangement

Web (if available):

Instructor Bio

Vito Bobek works as a professor for international management at the University of Applied Sciences FH Joanneum (Graz, Austria). He published over 500 units in his academic career and visited 22 universities worldwide as a visiting professor. He is a member of editorial boards of six international journals and an Open Access publisher Intech in London. He also served as a

member of the Strategic Council of the Minister of Foreign Affairs of the Republic of Slovenia. He has a long history in academia, consulting, and entrepreneurship. In 2010, he founded the consulting firm Palemid, where he has managed 20 significant projects such as Cooperation Program Interreg V-A (2014 Slovenia-Austria - 2020) and Capacity Building for the Serbian Chamber of Enforcement Agents. He has also participated in many international projects in Italy, Germany, Great Britain, the USA, Spain, Turkey, France, Romania, Croatia, Montenegro, Malaysia, and China. He is also a co-founder of the Academy of Regional Management in Slovenia.

Among his previous functions, he was a member of the Supervisory Board of KBM Infond Management Company Ltd, which belonged to the Nova KBM, Plc. Banking group, a member of the Team Europe Slovenia, member of the academic expert group in the Commission of the EU (DG Education) to evaluate Erasmus projects, and advisor to the Ministry of Economic Relations Development of Slovenia for the strategy of International Economic Relations.

Subash Shrestha completed his Ph.D. in management from the University of Auckland. Prior to his doctoral studies, Dr. Shrestha holds Master's degree from the Cambridge College, USA. Dr. Shrestha earned a gold medal in Business Studies during his Master's program at Tribhuvan University in Nepal. This achievement highlights his exceptional academic abilities and dedication to excellence. Previously he worked as a Teaching Assistant at the University of Auckland for five years, where he taught business courses. He also taught various management courses at Higher Education Institutions in Nepal. Currently, Dr. Shrestha holds the position of Head of the Institution at Global College International (GCI). As the head of the institution, he brings his extensive knowledge and expertise to contribute to the growth and development of GCI. Additionally, Dr. Shrestha serves as the Project Coordinator for the GCI's participation in Erasmus projects. This responsibility showcases his organizational skills and ability to lead collaborative initiatives. Through these projects, he actively promotes international cooperation and fosters academic exchanges.

Overall, Dr. Subash Shrestha is a highly accomplished individual in the field of management, with a strong academic background, leadership experience, and a commitment to teaching, research and international collaboration.

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

No

Course Description

The overall objective of this course is to get a deeper insight into companies' strategic responses to complex problems in the internationalization process. Above that, specific strategic management competences as well as generic competences shall be strengthened.

Overview of Topics and Schedule of Topics and Activities

Day	Date	Topics	Readings
1	May 27	Definition of critical terms and concepts	Folder Literature on Moodle
2	May 28	Strategic Management Matrices, Models and Tools	Folder Literature on Moodle
3	May 29	Usability of ISM in the Non-corporate Sector: Strategic Management of Cities	Folder Literature on Moodle
4	May 30	Case-Study Analysis (1 st part)	Folder Case studies on Moodle
5	May 31	Case-Study Analysis (2 nd part)	Folder Case studies on Moodle
6	June 3	Layers of Business Environment The Macro Environment – PESTEL Framework	Folder Literature on Moodle
7	June 4	Porter's Five Forces Framework, Competitors and Markets and Dynamics of Industry Structure	Folder Literature on Moodle
8	June 5	The SWOT Analysis and The Value Chain Analysis	Folder Literature on Moodle
9	June 6	Case-Study Analysis	Folder Case studies on Moodle
10	June 7	Case-Study Analysis	Folder Case studies on Moodle

Student Learning Objectives/Outcomes

Specific competences - Upon successful completion, participants will:

1. Contrast and compare related theoretical concepts presented in the lectures and readings, and understand the differences between the single market and international/global strategic management.
2. Comprehend companies' strategic directions in dealing with challenges in the internationalization process through company presentations and informed discussions.

This enables participants to:

- Create, develop and design strategic concepts in the areas of international strategic management that are high in theoretical quality and practical value for the company.
- Develop decision-making skills in international strategic management by bridging theory and practice.

Generic competencies - Upon successful completion of ISM participants will use generic competencies in the areas of critical analysis, synthesis, leadership, teamwork, communication, and presentation. This enables participants to:

- Feel confident in arguing a strategic position based on well-researched evidence and a strong theoretical base.
- Work successfully in teams and learn leader and follower roles through competitive role play.

Teaching Approach

Types of learning/teaching:

- Frontal teaching
- Work in smaller groups or pair work
- Independent students work
- E-learning

Teaching methods:

- Explanation
 - Conversation/discussion/debate
 - Work with texts
 - Case studies
 - Different presentation
-

Required Textbooks and Materials

- Lasserre, Philippe. 2017. Global strategic management. Houndmills, Basingstoke, New York: Palgrave Macmillan.

Suggested/Additional Course Materials

- David, Fred R. (2011). Strategic management: concepts and cases / Fred R. David.—13th Ed. ISBN-13: 978-0-13-612098-8 (PDF).
- Zegers, Robert and Cornelius J. Murombedzi. (2004). *Strategic Management*. Amman: JABA-Jordan American Business Association (PDF).
- Ritson, Neil. (2011). *Strategic Management*. London: Bookboon (PDF).

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.

- Seminar paper – document 25%
- Seminar paper - presentation 25%
- 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
Seminar paper – document	25
Seminar paper - presentation	25
Exam	50
total points	100

Course & Instructor Policies

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

Extra credit: not possible

Class attendance: mandatory attendance of 80%

Late work: /

Document upload and naming conventions*: ISC_seminar_paper_family_name_2022

(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: Green Business Transformation

Course title:	Green Business Transformation
Semester:	Summer term 2024
Credits:	2.5 ECTS
Class dates:	June, 3 rd – June, 07 th , 2024
Class times:	9:15h – 13:00 (14:00) daily
Classroom:	TBC

Lead Professor Contact Information

Name: *Ass. Prof. DI Dr. Trajche Velkovski, MSc*

Phone number: *N/A*

Email: *trajce.velkovski@mf.edu.mk*

Office location: *N/A*

Office hours: *upon appointment*

Instructors Bio

Trajche Velkovski is the lead instructor in this course. D-r. Trajce Velkovski is an assistant professor at the Faculty of Mechanical Engineering, Ss. Cyril and Methodius University in Skopje, covering courses in the field of Small Business and Management and Innovation. 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 project and has published more than 80 publications in the field of Industrial Engineering and management. He can be contacted at: trajce.velkovski@mf.edu.mk.

Katarina Tomičić-Pupek, PhD is an Associate Professor at University of Zagreb, Faculty of Organization and Informatics, Croatia. Her teaching activities, scientific and professional engagement is related to business processes modelling, strategic planning of information systems, design thinking and digital transformation. She can be contacted at: katarina.tomicic@foi.unizg.hr.

Dr. Danijela Ciric Lalic is an Assistant Professor at the Faculty of Technical Sciences, University of Novi Sad, Serbia and a visiting professor at Metropolitan University. She holds a Ph.D. in Industrial Engineering and Engineering Management with a focus on Agile Business Transformation and Project Management. With over ten years of project management experience, she has held the position of Portfolio Manager in the United Nations Development Program's SDG Integration Centre and is currently a Senior Non-Key Expert in the EU-funded technical assistance project "Rural SMEs Policy Support Window" for Moldova. Her expertise

spans project management, digital transformation, and sustainable business practices. She holds certifications including Project Management Professional (PMP), PM2, and Scrum Master. She can be contacted at: danijela.ciric@uns.ac.rs.

Dr. Andrea Ivanišević has a PhD in the field of Industrial Engineering and Management from University of Novi Sad, Faculty of Technical Sciences (UNS, FTS), where she is a full professor. The research area, within the broader field of industrial engineering and management, includes the following aspects: financial management, economics of the firm, principles of economics, planning and analysis of business operations, cost analysis, and calculation. Dr. Andrea Ivanišević has a experience in implementation of various national and international projects and has published over 200 accepted and published scientific papers. She can be contacted at: andreai@uns.ac.rs

Danijela Gračanin is an Associate Professor at the Department of Industrial Engineering and Management, at the Faculty of Technical Sciences, University of Novi Sad, Serbia. She possesses extensive experience in simulation modelling, production planning and control, and technological trends. Dr. Gračanin has been involved in numerous international scientific and capacity-building projects as an expert, consultant, researcher, and project manager. Her practical experience includes consulting for business plan development and process reengineering. She plays a crucial role in coordinating dissemination and exploitation activities and enhancing the visibility of project results and outputs. She can be contacted at: gracanin@uns.ac.rs

Dr. Ivana Bilić is a Full Professor at the Department of Management of the Faculty of Economics, Business and Tourism, UNIST, and a member of the Faculty's Council. Her main scientific interests are communication, crisis management, and entrepreneurship. She is a U.S. alumna and promoter of entrepreneurship education. She participated in many international projects funded by the E.U. and the U.S. She has extensive experience in internal and external quality control (re)accreditation) of HEI and study programs. She has already served as a leader of quality assurance and monitoring (Erasmus+) and as an external evaluator of E.U. projects. She currently serves as the Faculty and University of Split Internal Quality Control Committee president. She is very familiar with the learning ecosystem at her faculty and UNIST.

Dr. Elena Dumova-Jovanoska is a full professor from the department of Structural analysis and earthquake engineering, at the Civil Engineering Faculty, Ss. Cyril and Methodius University in Skopje. As vice dean of the Civil Engineering Faculty (2001-2007) and vice-rector of the University (2008-2012) had the role of institutional coordinator in more than ten international projects. She has more than twenty years of experience in international cooperation, leading various projects.

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

While no specific coursework is required, a general understanding of business dynamics is expected.

Course Description

This course is designed to provide students with the opportunity to explore the multifaceted world of Green Business Transformation! This intensive 1-week course delves into the theoretical foundations from various disciplines, relevant for the green transformation. Among other disciplines this includes aspects of business, energy, civil engineering, and industrial engineering. Through interactive lectures, expert workshops, and case studies, students will gain practical knowledge and tackle real-world challenges. They will participate in discussions, apply their learnings in collaborative projects, and even attend "Vocational Excellence for a Green Europe" conference workshops and study visits. The week culminates in a dynamic pitch event where the students present solutions to a given challenge. Get ready to immerse yourself in this exciting journey towards a more sustainable future.

Overview of Topics and Schedule of Topics and Activities

Day	Date	Topics
1	3.6.2024, 9:15 – 13:00	<p>“Opening, assignment of cases and teams” – Dr. Trajce Velkovski</p> <p>“Green business transformation – principles and motivation” - Dr. Trajce Velkovski and Dr. Bojan Jovanovski</p> <p>“Business dynamics of the green transformation” – Katarina Tomičić-Pupek</p> <p>“Sustainable Project Management” – Danijela Ciric Lalic</p> <p>“Stakeholder Management in projects contributing to sustainability” – Dr. Danijela Gračanin</p>
2	4.6.2024, 9:15 – 14:00	<p>“How to perform a cost-benefit analysis for a green building project” – Andrea Ivanišević</p> <p>“Natural Risks Management” – Dr. Elena Dumova-Jovanovska</p> <p>“Communication skills, Communication with team, Negotiation” – Dr. Ivana Bilic</p> <p>“Media relations & Crisis Communication” – Dr. Ivana Bilic</p>
3	5.6.2024, 9:15 – 14:00	Teamwork; Participation in the conference Vocational Excellence for a Green Europe (study visit by choice from the offered options); compulsory coaching session.
4	6.6.2024 9:15 – 14:00	Participation in the conference; compulsory coaching session
5	7.11.2023, 9:15 – 13:00	Working in teams; Final event

Student Learning Objectives/Outcomes

- To understand the drivers and trends influencing Green Business Transformation.
- To be able to critically evaluate and apply core sustainability principles within business strategy.
- To be able to collaborate effectively in diverse teams to solve complex Green Business challenges.
- To communicate effectively, both orally and in writing, on sustainability topics.
- To develop a critical and proactive approach towards promoting responsible business practices.
- To develop and present innovative solutions for sustainable business practices.
- To improve their presentation (and pitching) skills

Teaching Approach

Blend of engaging lectures by diverse experts, practical workshops, collaborative teamwork, real-world problem solving and interactive discussions.

Required Textbooks and Materials

All materials will be available on MS Teams.

Suggested/Additional Course Materials

All materials will be available on MS Teams.

Assessment, Assignments & Academic Calendar

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

Assignment: Work in teams of 3-4 students on real-world problems. All teams will prepare pitches (7 minutes' presentations) followed by questions and answers. After the presentations each team will prepare final report.

Class dates and times: 3.6. – 7.6.2024 9:15 – 13:00

Final presentations: 7.6.2024, 11:30 – 13:30

Report deadline: 14.6.2024, 23:59

Grading Policy

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

%	Grade	German	English
100 – 93 %	1	Sehr Gut	Excellent

92 – 85 %	2	Gut	Good
84 – 71 %	3	Befriedigend	Satisfactory
70 – 61 %	4	Genuegend	Sufficient
60 – 0 %	5	Nicht genuegend	Failed
Assessment criteria		Points	
Pitches (50% => 30 points)		60	
Consultancy sessions (20% => 12)			
Commented presentations (30% => 18)			
Final report (100% => 40 points)		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: 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 evaluate by the students.

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.

Module 11: Information, Global Competition and Organizations

Course title:	Information, Global Competition, and Organizations
Semester:	Summer Term 2024
Credits:	5 ECTS
Class dates:	10 – 21 Juni, 2024
Class times:	0915-1300 Uhr, Graz time. Class on Day 4 and Day 9 held online.
Classroom:	Room 014 (G.EA11.014)

Professor Contact Information

Name: Paul Witman

Phone number: +1-818-292-3949

Email: witman@ieee.org

Office location: via Teams – contact instructor for details

Office hours: Contact via e-mail for appointment

Instructor Bio



Dr. Witman is a Professor in Information Technology Management at California Lutheran University and Director of the School's Graduate programs in Information Technology. His research interests include teaching cases, social networking for non-profits, information security, and electronic banking.

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

None

Course Description

This course investigates the nature and uses of various types of information systems in businesses and organizations, including decision support systems, executive and management information systems, and communication systems. It examines the relationships between information system use and organizational strategy and the applications of information systems in the development of competitive advantage. It surveys the major components of organizational information systems (hardware, networks, data, applications and people) and

investigates the interrelationships between information, systems, organizational structure, processes and strategy.

Overview of Topics and Schedule of Topics and Activities*

News article discussions will start each day off, starting on Day 2. We'll spend about the first 10-15 minutes in small- and large-group discussions.

Day	Date	Topics	Readings
1	10/6	Intro to Course Artificial Intelligence Impact of information on organizations Information Quality and Ethics Online Commerce	Chapters 1-4 Nicholas Carr and Why IT Doesn't Matter
2	11/6	Storing, organizing, and using information Analyzing data for decision-making Decision-making exercise Black box thinking	Chapters 5-6
3	12/6	Interoperability, Scalability, Standards Scalability case study – Viral demand swings Information Security Privacy Quiz 1	Chapters 8-9 Scalability Case Study Twitter Case Study
4	13/6	Information Security Case Study – Twitter Southwest Airlines Case Study – Technical Debt Artificial Intelligence intro...	Class is held online

5	14/6	<p>Cryptocurrency</p> <p>Big Data</p> <p>Developing Information Systems</p> <p>Deciding what to build</p> <p>Buy vs. Build</p>	
6	17/6	<p>Use Case Modeling</p> <p>Google Data Studio</p> <p>Business Process Management</p> <p>Project Management</p> <p>Enterprise Systems</p>	Chapters 10-12
7	18/6	<p>Global IT Strategy, Outsourcing and Offshoring</p> <p>Black Box Thinking – Brief Overview</p> <p>Autonomous Vehicles - Risk Case study</p> <p>Disruptive Tech</p>	<p>Chapter 14</p> <p>Risk Management Case Study – to be provided</p> <p>Chapter 13</p>
8	19/6	<p>Geographic Information Systems</p> <p>„Free“ Business models</p> <p>Quiz 2</p>	Anderson article on „free“ – to be provided.
9	20/6	<p>Gartner Hype Cycle</p> <p>Topical debates on current technology issues</p> <ul style="list-style-type: none"> - Automation - Robotics - Self-driving - Cryptocurrency - AI - AI in Art - AI in writing - Privacy - And others ... chosen by class 	Class is held online ...

10	21/6	Presentations – defend your project Final exam	
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Student Learning Objectives/Outcomes

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

1. Define and describe information technology concepts, methods and terminology
2. Distinguish between data, information and knowledge
3. Draw and describe various application architectures
4. Describe the various types of IS in support of operational, managerial and executive-level processes.
5. Explain the strategic factors of both legacy systems and new technology
6. Explain and analyze the methods employed to design, build and implement information systems that support the enterprise
7. Describe the role of information technology in the design of new streamlined business processes and integration across boundaries
8. Discuss the use of IS for automation, integration, organizational learning, reengineering, and strategy
9. Describe database management systems and how they work, as well as how they support data integrity and security
10. Explain concepts of interoperability and scalability as well as the role of standards
11. Describe the global evolution of e-business and how e-business is transforming organizations and markets
12. Explain concepts related to new technologies and how they can be assessed and applied to business, including such things as Web 2.0
13. Describe unique features of information economics – network effects, versioning and pricing of information products, lock-in, positive feedback, tipping points, and so on
14. Explain the importance of enterprise-wide business processes and associated IS roles
15. Describe the ethical concerns associated with information privacy, accuracy, intellectual property, and accessibility

Teaching Approach

This class will employ an integrated approach, combining lecture, discussion, practice and class research project.

- Class discussion:
 - Preparation in self-study by students before class sessions to become familiar with new material and to stimulate thinking and generate ideas and questions
 - Presentation of topics in class by instructor

- Discussion of selected questions, finding of examples, answering of questions etc. in class
- Practice:
 - Preparation of short assignments (simulations, exercises or cases) by students before class.
 - Presentation and discussion of results in class by students
 - Problem-solving and learning exercises in class
- Class Projects:
 - Team research project on selected topics
 - Development of an IT data analysis as a team exercise

This class relies on individual and group participation to generate active and valuable discussions. Sharing thoughts and experiences will enrich the understanding of all students. You are expected to be fully prepared and engaged throughout the class.

Required Textbooks and Materials

Information Systems for Business: An Experiential Approach. Belanger & Van Slyke - (Available online or in paperback as print-on-demand). Be sure you get the 4th edition; the online version is ISBN 978-1-943153-87-9, available from two different vendors with the same price, slightly different terms. The print-on-demand version is ISBN 978-1-943153-88-6. Visit <https://www.prospectpressvt.com/textbooks/belanger-information-systems-for-business-4-0> for ordering information.

Suggested/Additional Course Materials

To be provided during the class, including

1. Case studies
2. Sample requirements documents
3. Recent articles

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.

1) Participation & Attendance

Guidelines for Evaluating Class Participation

Your in-class participation will be assessed as follows:

Grade	Criteria
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Non-participant C- or less	<ul style="list-style-type: none"> • Present, not disruptive. • This person has said little or nothing in this workshop or class. Hence, there is no adequate basis for evaluation. • If this person were not a member of the class, the quality of the discussions would not be changed.
Unsatisfactory contributor C	<ul style="list-style-type: none"> • Contribution in class reflects inadequate or nonexistent preparation. Ideas offered are seldom substantive; provide few, if any, insights; and rarely provide a constructive direction for the class discussion. • Integrative comments and effective arguments are completely absent. • Class contributions are, at best, “time fillers” efforts to make isolated, obvious, or confusing points. • If this person were not a member of the class, valuable class time would be saved.
Adequate contributor B	<ul style="list-style-type: none"> • Adequate preparation: knows basic case or reading facts, but does not show evidence of trying to interpret or analyze them. • If this person were not a member of the class, the quality of the discussions would be diminished somewhat.
Good contributor A-	<ul style="list-style-type: none"> • Demonstrates good preparation: knows case or reading facts well, has thought through implications of them. • Offers interpretations of material (more than just facts) to class. • If this person were not a member of the class, the quality of the discussion would be diminished considerably.
Outstanding contributor A	<ul style="list-style-type: none"> • Demonstrates excellent preparation to readings and other material. • Offers analysis, synthesis, and evaluation. Puts together pieces of the discussion to develop new approaches that take the class further. • If this person were not a member of the class, the quality of discussions would be diminished significantly.

Examples of things that cause a student not to earn the full amount of participation points:

- Doing homework in class
- Not adding to classroom discussions
- Not reading assigned material
- Being disruptive
- Arriving late, leaving early
- Cell phone/pagers going off during class
- Surfing Internet, reading emails or using laptops or other electronic media for anything other than taking notes on class discussions or activities

Some of the above qualify as “disruptive behavior” – the student will be asked to leave the class if necessary

2) News Discussions

News Discussion Outline

**(to be turned in by e-mail, outline form only (no essay required!),
on or before day of presentation)**

Student Names: _____ **Title of Article:** _____

Source of Article (Journal name, date, pages, URL as appropriate)

Choose a topic that has not been previously addressed in a class news discussion. (It's OK if it covers new material related to something we've discussed in other parts of the class, or a new perspective on a prior topic.)

I. Overview

- Key Points
- Key Terms & Definitions

II. Issues (note that you may not have entries for all of these items)

- Business
 - Challenge – what are the challenges to the business? What will make it harder for them to be successful?
 - Impact – What are the impacts – positive and negative – on the business?
 - Opportunity – What is the new opportunity created by the content noted in the article?
- Technology
 - Challenge – What about the technology creates a new challenge to the business?
 - Impact - What are the impacts – positive and negative – of the technology? Think about this from the technology point of view, and perhaps go beyond the business – impacts on society, etc.
 - Opportunity – What new opportunities does the technology create, or might it create in the future?

III. Conclusion/Observations

Your own observations about the article – do you agree with the author's conclusions? Do you have another perspective to add to it, based on your own experience or other reading?

Total 1-2 pages, outlined, bullet form – not paragraphs.

Instructions for Leader

- This is an individual assignment.
- Select an article on Information Technology that can be related to a topic that you believe will be of interest to you and to this class

Consider looking in the Information Technology trade magazines for an article on a subject of interest to you. Potential online sources include:

www.cio.com

www.networkworld.com

www.eweek.com

www.infoworld.com

www.computerworld.com

You're also welcome to select an IT-related article from another source – Business Week, Fortune, Forbes, the local paper's business or technology section, etc.

- You are responsible for verifying, via the prior class sessions and conferring with others presenting on the same day, that this is a new topic.
- You'll share your article informally (no visuals) in a 1-2 minute summary for the class, including your comments on how it affects the business or technology fields; I'll then invite discussion and questions
- Deliver completed News Discussion Outline to instructor via Teams before class on the day that you present
 - Your grade will be based on your presentation and discussion. The outline is to assist me in evaluating your presentation, and to give me a tool for additional feedback for you.

3) Quizzes

To test the retention of basic information, a series of two quizzes will be applied. These quizzes seek to assess the retention of essential concepts and theories addressed in each two sessions. Quizzes consist of 10-multiple choice items. The maximum time allowed to respond the quiz is 20 minutes.

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

4) Exams

One test will be given during the semester. Tests are based on essay questions, which will assess your ability to incorporate class material into real-world examples. The test result will be due a few days after the end of the class term. In a course focused on information and

technology, I anticipate that, I will use some form of artificial intelligence tool to help me provide feedback on your writing, NOT related to grading, but rather to how to improve your writing. I found writing was an incredibly valuable skill in my work in industry and in academics, and I'd like you to have access to the same advantages that good writing and communication gave me.

Grading Policy

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

Course & Instructor Policies

Make-up exams: No make up exams

Class attendance: See section "Participation & Attendance" above.

Late work: Any late work will receive no credit

Course Evaluation

I measure your performance based on a scale, according to the following point distribution:

Requirements:

Attendance	30 points (3 points/session)
Participation and engagement	70 points
News discussion	50 points
Exam	150 points
Quizzes	20 points (2 @ 10 each)
TOTAL	320

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.