

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

GLOBAL BUSINESS PROGRAM
COURSE SYLLABI
WINTER SEMESTER 2025



	Dates	Bank Holidays	Course	Lecturer	ECTS
B10.0371152	29.09.2025 - 03.10.2025		Cross Cultural Communication	Zeynep Bilgin Wührer	2,5 ECTS
B23.GBP298	06.10.2025 - 10.10.2025		Contemporary Management	Agnieszka Żur	2,5 ECTS
B23.GBP302	13.10.2025 - 17.10.2025		Creativity and Innovation	Trajce Velkovski	2,5 ECTS
B10.0371155	20.10.2025 - 24.10.2025		Cross Cultural and Entrepreneurial Perspectives	Trajce Velkovski	2,5 ECTS
B10.0371158	27.10.2025 - 31.10.2025		Introduction to B2B Marketing and Selling	Denny Seiger	week 1&2 = 5ECTS*
	03.11.2025 - 07.11.2025				
B10.0371164	10.11.2025 - 14.11.2025		HR Management Accounting	Waltraud Jelinek-Krickl, Klaus Seybold	2,5 ECTS
B10.0371161	17.11.2025 - 21.11.2025		Introduction to Enterprise Resource Planning	Sergi Batalla Martinez	week 1&2 = 5ECTS*
	24.11.2025 - 28.11.2025			Ernst Peßl/Roland Trost	
B23.GBP.276	01.12.2025 - 05.12.2025	08.12.2025	Information, Global Competition and Organizations	Paul Witman	week 1&2 = 5ECTS*
	08.12.2025 - 12.12.2025				
	15.12.2025 - 06.01.2026		Christmas and New Year Holidays		
B23.GBP.20a	07.01.2026 - 09.01.2026	05-06.01.2026	Economics	Andrea Ivanišević	2,5 ECTS
B23.GBP299	12.01.2026 - 16.01.2026		Design Thinking	Christian Friedl, Ligia Franco Pasqualin	2,5 ECTS
B10.0371159	19.01.2026 - 23.01.2026		International Marketing	Hildegard Liebl	week 1&2 = 5ECTS*
	26.01.2026 - 30.01.2026				
					*if you opt for this
					course both weeks
					are compulsory

Each Course is from Monday-Friday and over one or two weeks.
The program is modular, and you can choose your courses from the program
(it is not mandatory to do all courses).
Courses are over one week (2,5 credits) or two weeks (5 credits).
In courses over 2 weeks, the attendance over 2 weeks is necessary.
Mode of delivery (Face to face /Virtual) subject to change

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Module 1: Cross Cultural Communication

Course title:	Cross Cultural Communication
Semester:	Winter term 2025
Credits:	2,5 ECTS
Class dates:	29.09.2025 - 03.10.2025
Class times:	9:00 h – 13:00h daily
Classroom:	tbd

Professor Contact Information

Name:	Zeynep Bilgin-Wührer, PhD
Email:	fatmazeynep.bilgin-wuehrer@fh-joanneum.at
Office location:	-
Office hours:	-

Instructor Bio

Prof. Bilgin-Wührer is “affiliated lecturer” for International Consumer Behavior at University of Applied Sciences FH Joanneum in Graz. She holds also a lecturer job at Johannes Kepler University in Linz, teaching graduate and undergraduate courses in marketing.

Before moving to Austria in 2013, Prof. Bilgin-Wührer was employed full time at the Department of Business Administration / Marmara University in Istanbul. She worked as visiting professor in the USA at the State University of West Georgia and at the University of Memphis; in Austria at Johannes Kepler University in Linz and at FH Joanneum in Graz. Prof. Bilgin-Wührer was also Erasmus lecturer in diverse countries such as Germany/Münster, Slovenia/Maribor, Spain/Pamplona and Austria/Linz.

Her teaching and research interests are international marketing with focus on emerging markets, international consumer behavior with focus on cultural diversity. In private life she is a member of Fanny Hensel KonzertChor in Linz singing alto, she likes travelling, travel writing, writing poems, photography, and playing piano with a focus on classicals and jazz.

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

None

Course Description

The course aims to acquaint its participants with the necessary theoretical and practical knowledge to communicate successfully in cross cultural environments. The course Cross Cultural Communication is the first lecture in the Global Business Program and also gives room to kick-off the Global Business Program. The course starts with matching expectations on both sides (students and lecturers) in terms

of classroom participation, working in groups, academic writing standards and evaluation criteria. The content of the course focuses on course goals and learning outcomes.

Overview of Topics and Schedule of Topics and Activities

Date	Topics	Work
Day 1 29.09.2025	<p><u>Introduction</u></p> <ul style="list-style-type: none"> - Discussion of the course content and building an international team spirit <p><u>Culture, Communication and Intercultural Competence</u></p> <ul style="list-style-type: none"> - Characteristics and elements of culture - Forces shaping cultural differences - Types and characteristics of communication - Imperatives / Basics for developing and improving intercultural competence <p><u>Cultural Awareness & Identity</u></p> <ul style="list-style-type: none"> - Culture Codes or Coding Intercultural Communication <ul style="list-style-type: none"> o Styles differ: observable aspects of culture o Culture is an Iceberg: non-observable aspects of culture 	Building study groups Focus on articles or cases to be studied
Day 2 30.09.2025	<p><u>The Cultural Advantage Model</u></p> <ul style="list-style-type: none"> - Cross cultural awareness and identity - The cultural model (selected dimensions from Huijser) - Cultural orientations, communication and leadership <p><u>Verbal Communication and Cultural Identity</u></p> <ul style="list-style-type: none"> - The power of language and linguistic relativity - Divergence in speech, language, perceptions of same words - Using language and differences in expression styles of managers 	In class exercises
Day 3 01.10.25	<p><u>Non-Verbal Communication affecting Cross Cultural Communication</u></p> <ul style="list-style-type: none"> - The power of non-verbal communication - High and low context cultural taxonomy (Hall & Hall; Meyer) 	In class exercises
Day 4 02.10.24	<p><u>Critical Incidents of Cultural Dimensions in Business</u></p> <ul style="list-style-type: none"> - Reconciling cultural dilemmas (two selected dimensions from Trompenaars) - Globe Study Dimensions (two selected dimensions from House) <p><u>Intercultural Communication Pitfalls</u></p> <ul style="list-style-type: none"> - Communication styles – coding and decoding - Cultural standards / greeting / conversation rituals / etiquette - Stereotypes – cliches in minds as barriers 	In class exercises
Day 5 03.10.25	Exam and Term Paper Presentations	

Student Learning Objectives/Outcomes

The objective of the course is to develop the student's cultural competence for a better understanding of life in international business environments. Awareness about the own culture is the key by learning about culture codes and approaches to lifestyles that strongly influence our cultural identity. The student will be familiarized with different theoretical approaches about cultural differences and similarities (some gurus to mention in this field are Edward Hall, Shalom Schwartz, Geert Hofstede, Fons Trompenaars, Mitchell Hammer, GLOBE studies) and learn how to successfully respond to critical incidents that might occur in business situations.

Required Textbooks and Materials

Crystal, David (2011). ***A Little Book of Language***, Yale University Press, UK.

Ferraro, Gary P. and Briody, Elizabeth K. (2023), ***The Cultural Dimension of Global Business***, 9th Edition, Routledge, London.

Gannon, Martin J. and Pillai, Rajnandini (2015). ***Understanding Global Cultures – Metaphorical Journeys Through 34 Nations, Clusters of Nations, Continents, and Diversity***, 6th Edition, Sage Publications, CA.

Hall, Edward T. (1990). ***The Silent Language***, Anchor Books, Random House, NY.

Hofstede, Geert (1991). ***Cultures and Organizations – Intercultural Cooperation and its Importance for Survival***, London: HarperCollins Publishers.

Hofstede, Geert; Hofstede, Gert Jan and Minkov, Michael (2010). ***Cultures and Organizations – Software of the Mind***, 3rd Edition, McGraw Hill Professionals.

Huijser, Mijnd (2006). ***The Cultural Advantage – A New Model for Succeeding with Global Teams***, Intercultural Press.

Lustig, Myron W. & Koester, Jolene. (2010), ***Intercultural Competence: Interpersonal Communication Across Cultures***, 6th edition. Allyn & Bacon.

Meyer, Erin (2016). ***The Culture Map – Decoding How People Think, Lead, and Get Things Done Across Cultures***. BS Public Affairs, NY.

Rupprecht-Stroell, Birgit (2002). *Auslands-Knigge – Weltweit richtig auftreten und überzeugen mit Stil*, GU Kompass Ganske Verlagsgruppe, Gräfe und Unzer Verlag, München.

Thomas, David C. and Kerr, Inkson (2009). *Cultural Intelligence – Living and Working Globally*, 2nd Edition, BK Berrett-Koehler Publishers, Inc. SF.

Trompenaars, Fons and Hampden-Turner, Charles (2020). ***Riding the Waves of Culture - Understanding Diversity in Global Business***, Nicholas Brealey Publishing, London.

Assessment, Assignments & Academic Calendar

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

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

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

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

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

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

Grading Policy

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

Assessment*	% Points
Term Paper Presentation Skills	10
Term Paper Written Document	30
In class exercises and participation	20
Exam	40
	100

Course & Instructor Policies

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

Extra credit: -

Class attendance: mandatory attendance of 80%

Late work: -

Document upload and naming conventions*:

Course Evaluation

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

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

Module 2: Contemporary Management

Course Title: Contemporary Management

Semester: Winter semester 2025

Credits: 2.5 ECTS

Class dates: October 6 – 10, 2025

Class times: 9:00 a.m. – 1:00 p.m.

Classroom: Please check the schedule

Professor Contact Information

Name: Professor Agnieszka Żur, PhD

Phone number: +48 502 113343

Email: zura@uek.krakow.pl

Office location: Krakow

Office hours: upon previous arrangement

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

Instructor Bio

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

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

None

Course Description

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

Overview of Topics and Schedule of Topics and Activities

Day	Date	Topics	Readings
1	Oct 6	Managing organizations and managerial decision making- learning from bottom up	Folder Literature and case study on Moodle
2	Oct 7	Managerial context – environment as stimuli for change	Folder Literature on Moodle
3	Oct 8	Planning and strategy	Folder Literature and case study on Moodle
4	Oct 9	People management – leading, motivating, building winning teams	Folder Literature and case study on Moodle
5	Oct 10	What do managers experience – analysis of field interviews Self management – cultivating the leader within	Folder Literature on Moodle

Student Learning Objectives/Outcomes

Specific competences - Upon successful completion, participants will:

Knowledge:

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

Skills:

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

Mindset:

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

Teaching Approach

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

Each unit follows a similar scenario:

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

Required Textbooks and Materials

- Ricky W. Griffin 2017. Management. 12th edition Cengage Learning (provided in pdf by lecturer)

Suggested/Additional Course Materials

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

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

Assessment, Assignments & Academic Calendar

The final grade will comprise of:

- 4 group presentations delivered during session as a final effect of students' teamwork (team mark, which means everyone in the team gets the same mark). Criteria: teamwork, problem solving, task completion, effectiveness, theory application, creativity, quality of graphic and/or oral presentation
- Forum discussions
- Final exam (mix of closed and open questions, case incidents)

In order to be qualified you must have at least 50% within each group of points. The construction of the final grade will be the following:

- Teamwork – 40%
- Active participation in forum discussions – 10%
- Final exam 50%

Grading Policy

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

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

70-61	4	Genuegend	Sufficient
60-0	5	Nicht genuegend	Failed
Assessment*			Points
Teamwork and team presentations			40
Forum discussions			10
Final exam			50
total points			100

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

Course & Instructor Policies

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.

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

Extra credit: not possible

Class attendance: mandatory attendance of 80%

Late work: /

Document upload and naming conventions*: CM_reflective_notes_family_name_2022

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

Course Evaluation

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

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

Module 3: Creativity and Innovation

Course Information

Course title: Creativity and Innovation

Semester: Winter semester

Credits: 2,5 ECTS

Class dates: Class dates: 13.10. – 17.10.2025

Class times: 9:00 – 13:00 (Schedule offered below)

Classroom: Please check the schedule

Professor Contact Information

Name: Assoc. Prof. DI Dr. Trajce Velkovski, MSc

Phone number:

Email: trajche.velkovski@fh-joanneum.at

Office location: Institute of International Management

Campus A, 4th floor, room number 470

Office hours: upon appointment

Instructor Bio

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 projects and has published more than 80 publications in the field of Industrial Engineering and management.

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

This course starts at the basics of creativity and innovation and builds up to provide basic understanding of innovation management as a function.

Course Description

This intensive 1-week course explores the fundamentals of creativity and innovation, equipping students with practical techniques to generate, develop, and implement innovative ideas. Through hands-on activities, teamwork, and real-world applications, students will enhance their creative problem-solving skills, learn structured ideation methods, and apply innovation frameworks. The course culminates in team-based projects where students develop and pitch their own business ideas, preparing them for the upcoming case challenge with real companies. Designed for students from diverse backgrounds, the course fosters collaboration, experimentation, and a mindset for innovation.

Overview of Topics and Schedule of Topics and Activities

Day	Date and time	Topics
1	13.10.2025, 9:00 – 13:00	Creativity - Explore creativity through fun exercises, brainstorming techniques, and AI-powered ideation.
2	14.10.2025, 9:00 – 13:00	Ideation - Develop and refine ideas using structured ideation methods and evaluation techniques.
3	15.10.2025, 9:00 – 13:00	Innovation - Understand innovation frameworks, ecosystems, and how creativity leads to real-world solutions.
4	16.10.2025, 9:00 – 13:00	Development - Work in teams to iterate on ideas, receive feedback, and refine concepts with consultancy.
5	17.10.2025, 9:00 – 13:00	Pitching - Present final team ideas, receive feedback, and reflect on key takeaways for the upcoming case challenge.

Student Learning Objectives/Outcomes

- **Understand and Apply Creativity Techniques**
 - Recognize the importance of creativity in problem-solving and innovation.
 - Use diverse creativity techniques (e.g., brainstorming, SCAMPER, forced connections) to generate novel ideas.
- **Develop and Evaluate Ideas Systematically**
 - Apply ideation frameworks to structure idea generation.
 - Assess and refine ideas using evaluation methods such as feasibility-desirability-viability analysis.
- **Understand Innovation and Its Ecosystems**
 - Differentiate between creativity and innovation and their role in business and technology.
 - Analyse innovation ecosystems and how different stakeholders contribute to the innovation process.
- **Collaborate in Multidisciplinary Teams**
 - Work effectively in diverse, international teams to co-create solutions.
 - Provide and integrate constructive feedback to improve ideas.
- **Prepare for Real-World Innovation Challenges**
 - Apply creative problem-solving techniques to business and technical challenges.
 - Communicate and pitch ideas effectively in a structured, compelling manner.

Teaching Approach

Lectures, hands-on teamwork, open discussions, research, guest speakers.

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: *activity including compulsory pitching and report*

Assignment: *Work in teams of 5-6 students to develop their own business idea and to draft business model canvas for it. All teams will prepare a pitch (5 minutes' presentations) for their idea, which will be followed by a length discussion with the lecturer and the other teams. After the presentations each team will prepare final report on the innovation process.*

Class dates and times: 13.10.2025 – 17.10.2025 9:00 - 13:00

Pitching: 17.10.2025, 10:30 – 13:00

Report deadlines: 31.10.2025, 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	Befriediegend	Satisfactory
70 – 61 %	4	Genuegend	Sufficient
60 – 0 %	5	Nicht genuegend	Failed

Assessment criteria	Points
Pitches (15% - 15 points) Consultancy sessions (15% - 15 points) Commented Presentations (70% - 70 points)	100
Total points	100

Course & Instructor Policies

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

Extra credit: *not possible*

Class attendance: *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.

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: Cross Cultural and Entrepreneurial PErspectives

Course Information

Course title: Cross Cultural and Entrepreneurial Perspectives

Semester: Winter semester

Credits: 2,5 ECTS

Class dates: Class dates: 20.10. – 24.10.2025¹

Class times: 9:00 – 17:00 (Schedule offered below)

Classroom: Please check the schedule

Professor Contact Information

Name: Assoc. Prof. DI Dr. Trajce Velkovski, MSc

Phone number:

Email: trajche.velkovski@fh-joanneum.at

Office location: Institute of International Management

Campus A, 4th floor, room number 470

Office hours: upon appointment

Instructor Bio

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 projects and has published more than 80 publications in the field of Industrial Engineering and management.

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

This course is designed to build up on the existing business (including technical and social knowledge) and experience of the students.

There is no pre-requisites, however, it is developed to practice the skills developed in the course of the week before "Creativity and Innovation".

Course Description

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

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

Overview of Topics and Schedule of Topics and Activities

¹ The intro session and teambuilding will take place in the week before.

Day	Date and time*	Topics
0	13.10.2025, 13:30 – 16:30	Intro session (presentation of the cases and teambuilding) – compulsory participation
0	15.10.2025, 13:30 – 15:30	Coworking session - compulsory participation
1	20.10.2025, 9:00 – 16:00	Working in teams; Compulsory coaching
2	21.10.2025, 9:00 – 16:00	Working in teams; Questions and answers sessions with the case providers
3	22.10.2025, 9:00 – 16:00	Working in teams; Compulsory coaching
4	23.10.2025, 9:00 – 16:00	Working in teams; Compulsory coaching
5	24.10.2025, 9:00 – 16:00	Final event

**Please note: The time includes the in class time and the co-working schedule when you need to be at the university and work with your team.*

Student Learning Objectives/Outcomes

- To improve their entrepreneurial and intrapreneurial competences
- To improve their intercultural competences
- To become more prepared (motivated and skilled) for entrepreneurial and intrapreneurial behavior
- To improve their project management skills through practice
- To improve their presentation (and pitching) skills

Teaching Approach

Teamwork, discussions, guest speakers, real-company case study.

Required Textbooks and Materials

All materials will be available on MS Teams.

Suggested/Additional Course Materials

All materials will be available on MS Teams.

Assessment, Assignments & Academic Calendar

Assessment: *activity including compulsory coaching, pitching and presentation*

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

Class dates and times: 13.10.2025 13:30 – 16:30; 15.10.2025, 13:30 – 15:30; 20.10.2025 – 23.10.2024, 9:00 – 16:00 & 24.10.2025, 9:00 – 14:00

Final presentations: 24.10.2025, 9:00 – 14:00

Commented presentations deadline: 31.10.2025, 23:59

Grading Policy

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

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

Assessment criteria	Points
Pitches (15% - 15 points) Consultancy sessions (15% - 15 points) Commented Presentations (70% - 70 points)	100
Total points	100

Course & Instructor Policies

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

Extra credit: not possible

Class attendance: 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.

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: Introduction to B2B Marketing and Selling

Course title:	Introduction to B2B Marketing and Selling
Semester:	Winter term 2025/26
Credits:	5 ECTS
Class dates:	27.10.2025 - 07.11.2025
Class times:	9:00h – 13:00h
Classroom:	tbd

Professor Contact Information

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

Instructor Bio

Mr. Denny N. Seiger has worked in international marketing and sales for over 30 years. He holds a Master's degree (Magister) in Business Administration from University of Commerce (Wirtschaftsuniversität) in Vienna and is Sloan Fellow of the London Business School. Before joining the faculty at FH-Joanneum he held senior management positions in Austrian SME's, including Head of OEM Business at a world leading manufacturer of professional audio equipment; Marketing Director at a supplier of industrial products and subassemblies to the automotive, communications and robotics industry and Managing Partner in a digital communications agency.

Denny has lectured B2B marketing at the University of Stockholm School of Business (Sweden) and institutions in Spain, Turkey and Slovenia. He is also academic director of the Top-Diploma course on Sales & Account Management at the WIFI (Austria's largest adult education organisation) and sales consultant for a company specializing in digital learning solutions.

Mode of delivery:

Face-to-face, self-study

Prerequisites and co-requisites:

Knowledge about marketing (at least the 4P concept)

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

Day	Subject	Material
1	Introduction	Relevant chapter in the course literature, literature

		distributed on Moodle (online learning platform)
2	Business marketing vs. consumer marketing, characteristics of business markets, marketing's cross functional relationships, the supply chain and the importance of relationships, derived/fluctuating/stimulating demand, price elasticity, accelerator effect	Relevant chapter in the course literature, literature distributed on Moodle (online learning platform)
3	Segmentation and organizational demand, products and services.	Relevant chapter in the course literature, literature distributed on Moodle (online learning platform)
4	Organizational buying and customer relationships.	Relevant chapter in the course literature, literature distributed on Moodle (online learning platform)
5-6	Selected elements of the marketing mix.	Relevant chapter in the course literature, literature distributed on Moodle (online learning platform)
7-10	4 Seminars with practical sales and marketing exercises, case studies etc.	Seminars will be held together with local students of the bachelor program. Instructors are industry practitioners. Participation is mandatory.

Learning Outcome

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

Recommended or required reading and other learning resources / tools:

Mandatory literature:

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

Suggested/Additional Course Materials:

- 3) Ellis, Nick; Business-to-Business Marketing; 2011, Oxford University Press.
- 4) Brennan/Canning/McDowell, Business-to-Business Marketing, 2nd edition (2010) or later.
- 5) Robert B. Miller and Stephen E. Heiman with Tad Tuleja, The new strategic selling, Warner Books, 2009.

6) Neil Rackham, SPIN Selling, McGraw Hill 1988.

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

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

Assessment methods and criteria: Factors and weight contributing to final grade:

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

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

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

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

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

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

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

Grading Policy

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

Course and Instructor Policies

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

Extra credit: not possible

Class attendance: mandatory attendance of 80%

Late work: -

Document upload and naming conventions*: defined by lecturer

Course Evaluation

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

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

Module 6: HR Management Accounting

Course title:	HR Management Accounting
Semester:	Winter term 2025
Credits:	2,5 ECTS
Class dates:	10.11.2025 - 14.11.2025
Class times:	9:00 h – 13:00h daily
Classroom:	tbd

Professor Contact Information

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

Instructor Bio

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

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

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

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

Next Station were Steel Industry, latest Senior Vice President HR in an international company, situated in London and Austria. His main responsibilities were Controlling and reporting of personnel expenses, all billing-relevant topics, development and implementation of a pay

system, organization and coordination of the transferred employees, all aspects of labour legislation including redesign of company agreements, accordance with worker-council, tax law, personnel development, processing of personnel market and personnel marketing, recruiting, culture – development in accordance with other countries.

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

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

None

Course Description

Jelinek-Krickl

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

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

Seybold

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

Laws at European and national level form a basis for decisions. Collective agreements provide a structure that varies from industry to industry. These binding rules meet exciting demographic developments, skilled worker's lack and challenges in the training and qualification structure. Social tensions, including through integration, language barriers and other cultural challenges, also influence the corporate culture and thus the performance of the company.

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

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

Overview of Topics and Schedule of Topics and Activities*

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

*(please make use of this format)

Student Learning Objectives/Outcomes

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

Teaching Approach

The learning experience will consist of:

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

Required Textbooks and Materials

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

Suggested/Additional Course Materials

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.

Assessment:

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

Course & Instructor Policies

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

Extra credit: not possible

Class attendance: mandatory attendance of 80%

Late work:

Document upload and naming conventions*:

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

Course Evaluation

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

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

Module 7: Introduction to Enterprise Resource Planning (ERP)

Course title:	Introduction to Enterprise Resource Planning (ERP)
Semester:	Winter term 2025
Credits:	5 ECTS
Class dates:	November 17 th – 28 st
Class times:	9:00h – 13:00h daily
Classroom:	tbd

Professor Contact Information

Name:	Mag. Sergi Batalla Martinez, MBA
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Office location:	FH JOANNEUM, Campus Kapfenberg
Web:	http://www.fh-joanneum.at/iwi

Instructors Bio

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

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

Roland Trost has 20+ years experience working in SAP ERP systems. Is currently. Mr. Trost is currently the Technical manager for SAP MM, AFI (Incoming Invoice Management) Software projects, rollouts, extensions and mentoring new employees at the multinational corporation Knapp AG.

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

(including required prior knowledge or skills)

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

Course Description

Introduction to Enterprise Resource Planning (ERP):

- ☐ Overview information systems in companies
- ☐ Specific characteristics about ERP systems
- ☐ Technical and business administrative architecture of ERP systems
- ☐ Overview: core modules of SAP S/4HANA (FI, CO, SD, MM, PP)
- ☐ Master data and functionalities,
- ☐ Selected business processes, integration aspects and business potentials
- ☐ Critical success factors implementing an ERP system
- ☐ Streamline ERP business processes via Process Mining
- ☐ Hands-on exercises with an ERP-System (SAP S/4HANA) within the core modules (FI, MM, PP, SD, CO)

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings
Week 1		All together	
1	17.11.	Introductory Lecture	Script & Assignments
2	18. 01.	Introductory Lecture	Script & Assignments
3	19. 01.	Introductory Lecture	Script & Assignments

4	20. 01.	Introductory Lecture	Script & Assignments
5	21. 01.	Introductory Lecture	Script & Assignments
Week 2			
1	24. 11.	Lab, project work, SAP basic	Script for the exercises
2	25. 11.	Lab, project work, SAP basic	Script for the exercises
3	26. 11.	Lab, project work, SAP advanced	Script for the exercises
4	27. 11.	Lab, project work, SAP advanced	Script for the exercises
5	28. 11.	Lab, project work, SAP advanced	Script for the exercises

Student Learning Objectives/Outcomes

Students will be able to understand the specific characteristics of ERP systems and why they are key in the Information System strategy within a company.

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

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

Additionally, the students will do some first steps with a Training System using the most recent state-of-the-art SAP ERP version available: S/4HANA. A project work in the area of ERP-Selection/Implementation will complete the course.

Teaching Approach

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

Required Textbooks and Materials

All information about course material will be provided in Moodle.

Suggested/Additional Course Materials

All information about course material will be provided in the Moodle.

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".

Written Exam (theoretical part): tbd

Presentation Project Work: tbd

Grading Policy

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

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

Assessment	Points
Theory	40
Lab/Project Work	40
Attendance	20
Total points	100

Course & Instructor Policies

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

Extra credit: not possible

Class attendance: mandatory attendance of 80%

Late work: -

Document upload and naming conventions*: defined by lecturer

Course Evaluation

According to the policy of the Institute of International Management at FH JOANNEUM, after the course completion each course is to be evaluated by the students <https://lv-eval.fh-joanneum.at/>

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: Information, Global Competition and Organizations

Course title:	Information, Global Competition, and Organizations
Semester:	Winter term 2025
Credits:	5 ECTS
Class dates:	1-12 December, 2025
Class times:	9:00h – 13:00h daily
Classroom:	tbd

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 Emeritus in Information Technology Management at California Lutheran University and was the Founding 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. He is the co-author of a leading book on church administration, the Church Administration and Finance Manual.

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	1/12	Intro to Course Artificial Intelligence Impact of information on organizations Information Quality and Ethics Online Commerce Exercise – Firth video creation project to explain (IT topic of your choice)	Chapters 1-4 Nicholas Carr and Why IT Doesn't Matter
2	2/12	Storing, organizing, and using information Analyzing data for decision-making Decision-making exercise Black box thinking	Chapters 5-6
3	3/12	Interoperability, Scalability, Standards Scalability case study – Viral demand swings Information Security Privacy Quiz 1	Chapters 8-9 Scalability Case Study Twitter Case Study
4	4/12	Information Security Case Study – Twitter Southwest Airlines Case Study – Technical Debt Artificial Intelligence intro...	Class is held online
5	5/12	Cryptocurrency Big Data Developing Information Systems Deciding what to build Buy vs. Build	
6	8/12	Use Case Modeling Google Data Studio Business Process Management Project Management Enterprise Systems	Chapters 10-12
7	9/12	Global IT Strategy, Outsourcing and Offshoring Black Box Thinking – Brief Overview Autonomous Vehicles - Risk Case study <i>Disruptive Tech</i>	Chapter 14 Risk Management Case Study – to be provided <i>Chapter 13</i>

8	10/12	Geographic Information Systems Online maps case study „Free“ Business models Quiz 2	Online Maps Case Study – to be provided Anderson article on „free“ – to be provided.
9	11/12	Gartner Hype Cycle Topical debates on current technology issues <ul style="list-style-type: none"> - Automation - Robotics - Self-driving - Cryptocurrency - Agentic AI - AI - AI in Art - AI in writing - Privacy - And others ... chosen by class 	Class is held online ...
10	12/12	Presentations – defend your project Final exam	

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, artificial intelligence, cryptocurrency, etc.
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/b%C3%A9langer-information-systems-for-business-an-experiential-approachfor ordering information>.

Suggested/Additional Course Materials

1. To be provided during the class, including
 - a. Case studies
 - b. Sample requirements documents
 - c. Recent articles

Assessment, Assignments & Academic Calendar

1) *Participation & Attendance*

Guidelines for Evaluating Class Participation

Your in-class participation will be assessed as follows:

Grade	Criteria
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 Name: _____ **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 Presenter

- 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 delivered. These quizzes seek to assess the retention of essential concepts and theories addressed in each session. 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 and fundamental concepts and theories will be included.

4) Exams

One test will be given during the semester. The test is 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.

Module 9: Economics

Course title:	Economics
Semester:	Winter term 2025
Credits:	2,5 ECTS
Class dates:	07.01.2026 - 09.01.2026
Class times:	9:00h – 15:00h daily
Classroom:	tbd

Professor Contact Information:

Name: Professor Andrea Ivanisevic, PhD

Phone number: +381 63 8243222

Email: andrea.ivanisevic@gmail.com

Office location: Novi Sad

Office hours: upon previous arrangement

Web (if available):

<https://www.linkedin.com/in/andrea-ivani%C5%A1evi%C4%87-547142301/>

Instructor Bio

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). She has been employed at the FTS from October 2005. From 2022 she is employed as a Full professor and involved in development and realization of the courses related to the Industrial Engineering and Management within 5 study programs at FTS. 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. She is editor of an international conference FUTURE-BME 2024 Forging the Future: Pioneering Approaches in Business, Management, and Economic Engineering to Overcome Emerging Global Challenges. In the period from 2020 to 2023, she was a guest professor on the following courses: in bachelor studies: Cost and Performance Accounting, and in master's studies: Economics of Globalization. Dr. Andrea Ivanišević has a experience in implementation of more than 10 national and international projects funded by national institutions and international project calls (CEEPUS, ERASMUS, etc). The previous scientific work includes three national monographs, two handbooks and over 200 published scientific papers.

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

None

Course Description

This intensive course provides an introduction to fundamental economic principles, focusing on microeconomic and macroeconomic concepts relevant to global business. Students will explore supply and demand, market structures, economic policies, international trade, and economic growth. The course emphasizes real-world applications, preparing students for decision-making in a global business environment. Through interactive lectures, group discussions, and practical case studies, students will gain the knowledge necessary to understand how economic principles influence business decisions in a globalized world.

Overview of Topics and Schedule of Topics and Activities

Day	Date	Topics	Readings
1	Jan 07	Introduction to Economics & Microeconomics: Market Forces	Folder Literature and materials on Moodle
2	Jan 08	Macroeconomics & Global Business	Folder Literature and materials on Moodle
3	Jan 09	International Trade and Global Business Decisions	Folder Literature and materials on Moodle

Student Learning Objectives/Outcomes

Specific competences - Upon successful completion, participants will acquire:

Knowledge:

4. Understanding of Core Economic Principles.
5. Familiarity with Market Structures and Business Strategies.
6. Insight into Global Economic Dynamics.

Skills:

1. Analytical Skills for Economic Problem Solving.
2. Ability to Evaluate Market Dynamics.
3. Global Business Strategy Formulation.
4. Critical Thinking and Decision-Making.

Mindset:

1. Global Perspective on Economic Issues.
2. Proactive Problem-Solving Orientation.
3. Adaptability to Economic Change.
4. Ethical and Responsible Business Thinking.

Teaching Approach

Within our classes students are required to work independently, as well as in teams. They should come in prepared by accessing the course content on the moodle platform and fulfilling all the activities assigned.

Each unit follows a similar scenario:

- Students' individual asynchronous work and preparation for class.
- Group work (work in teams, teams' presentations of solutions then forum discussion).
- Listing relevant topic questions.
- Lecture and discussion.
- Mind-maps of relevant themes, theories, concepts and tools.
- Wrap-up.
- Final Exam Preparation.

Required Textbooks and Materials

- N. Gregory Mankiw, "Principles of Economics. 10th Edition," (2024).

Suggested/Additional Course Materials

Jocelyn Blink, Ian Dorton: Economics. (2024).

- Constantine Ziogas, Marily Apostolakou: Economics. (2020).
- Materials provided by the instructor via moodle platform.

Assessment, Assignments & Academic Calendar

The final grade will comprise of: ·

- 3 group work presentations delivered during session as a final effect of students' teamwork (team mark, which means everyone in the team gets the same mark). Criteria: teamwork, problem solving, task completion, effectiveness, theory application, creativity, quality of graphic and/or oral presentation, demonstration of analytical and critical thinking
- Final exam (mix of closed and open questions).

In order to be qualified you must have at least 50% within each group of points. The construction of the final grade will be the following:

- Group work – 50%
- Final exam – 50%

Grading Policy

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

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

Assessment*	Points
Group work and team presentations	50
Final exam	50
total points	100

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

Course & Instructor Policies

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

Extra credit: not possible

Class attendance: mandatory attendance of 80%

Late work: /

Document upload and naming conventions*: CM_reflective_notes_family_name_2022

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

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: Design Thinking

Course title:	Design Thinking in Action: From Ideas to Impact
Semester:	Winter term 2025
Credits:	2,5 ECTS
Class dates:	12.01.2026 - 16.01.2026
Class times:	9:00h – 13:00h daily
Classroom:	tbd

Professor Contact Information

Name: Christian Friedl, PhD & Lígia Pasqualin, MA

Phone number:

Email: christian.friedl@fh-joanneum.at, ligia.pasqualin@fh-joanneum.at

Office location: 400, 410

Office hours: Upon previous arrangement

Web: [Christian Friedl | LinkedIn](#) / [Lígia Franco Pasqualin | LinkedIn](#)

Instructor Bio

Christian Friedl, PhD is head of the Master's programme on Digital Entrepreneurship and FH-Professor for Entrepreneurship and Innovation at FH JOANNEUM. He is Adjunct Faculty at the Cracow University of Economics & Visiting professor at Tec De Monterrey. He coordinates the Global Entrepreneurship Monitor Austria and is board member of the Global Entrepreneurship Research Organization, the entity behind the largest global study on entrepreneurship. He is member of the Global Design Thinking Alliance and works with startups and corporates to guide them towards a more entrepreneurial mindset.

Lígia Pasqualin, MA is a Lecturer and Project Manager at the Institute of International Management and Entrepreneurship at FH JOANNEUM. With over 17 years of professional experience, including a strong background in the creative industries and eight years in Brazil's advertising sector, she specializes in design thinking, creativity, and business strategy. Since 2021, she has been teaching Entrepreneurial Mindset and Design Thinking, fostering creative problem-solving and business innovation. Lígia has also joined the Global Design Thinking Alliance, aiming to contribute to international discussions and amplification of human-centered innovation.

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

None (*bring your curiosity and motivation!* 😊)

Course Description

Are you ready to tackle real-world challenges with creativity and innovation? Welcome to **Design Thinking in Action: From Ideas to Impact** - a hands-on, immersive experience where you'll learn to solve problems with a participative and human centered approach! This course is all about turning ideas into action. You'll dive deep into the five phases of Design Thinking: **Empathize, Define, Ideate, Prototype, and Test**. Whether you're an aspiring entrepreneur, a creative problem solver, or just

curious about how to design solutions that truly matter, this course will give you the tools to think outside the box and make an impact.

Design Thinking is more than just a method - it's a mindset. It helps tackle complex problems, develop groundbreaking solutions, and challenge the status quo. By the end of the course, **you'll have practical experience in applying Design Thinking principles**, collaborating in diverse teams, iterating solutions that meet real user needs, and integrating the latest **AI** tools to leverage the experience. An **emerging skill** required both for **startups** and **established companies**.

Overview of Topics and Schedule of Topics and Activities

Day	Date	Topics	Readings & Materials
1	Jan 12	Empathize: Understanding the user needs	To be indicated on Moodle
2	Jan 13	Define: Frame the problem, synthesize insights	To be indicated on Moodle
3	Jan 14	Ideate: Think big—generate creative solutions	To be indicated on Moodle
4	Jan 15	Prototype: Bring your ideas to life	To be indicated on Moodle
5	Jan 16	Test: Get feedback, refine, and improve	To be indicated on Moodle

Student Learning Objectives/Outcomes

Specific competences - Upon successful completion, participants will:

Knowledge:

- Understand the key principles and phases of Design Thinking.
- Recognize the value of human-centered innovation.
- Learn various ideation and prototyping techniques.
- Appreciate Design Thinking as an approach to solving wicked problems.

Skills:

- Conduct user research and synthesize insights.
- Generate and evaluate creative solutions.
- Develop and test low-fidelity prototypes.
- Apply feedback for iterative improvements.
- Work effectively in multidisciplinary teams.

Mindset:

- Cultivate an experimental, iterative, and user-centered approach.
- Embrace failure as a learning opportunity.
- Develop empathy for users and stakeholders.

Teaching Approach

Forget about traditional lectures, this course is all about **learning by doing**! Expect interactive and creative sessions, rapid prototyping, and plenty of opportunities to test out ideas. Each session includes:

Hands-on exercises where you collaborate with your peers.

- **Real-world problems** to see how Design Thinking can be applied.
- **Design sprints** to develop and test ideas quickly.
- **Reflection and feedback** to continuously improve.

Required Textbooks and Materials

None

Suggested/Additional Course Materials

- Brown, T. (2009). *Change by Design*. Harper Business.
- Liedtka, J., & Ogilvie, T. (2011). *Designing for Growth: A Design Thinking Toolkit for Managers*. Columbia University Press.
- Lewrick, M., Link, P., Leifer, L. (2018): *The Design Thinking Playbook*. John Wiley & Sons, Inc.
- *HBR's 10 Must Reads on Design Thinking*: Harvard Business Review's 10 Must Reads Series.
- Neck, H. M., Neck, C. P. & Murray, E. L. (2020). *Entrepreneurship: The Practice and Mindset*, Sage Pub.
- Additional readings and online resources such as videos, podcasts, AI tools and resources provided via Moodle.

Assessment, Assignments & Academic Calendar

The final grade will comprise different assessment, group and individually. Students will be assessed through presentation, documentation. Reflection and participation.

Grading Policy

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

Assessment Component	Weighting	Type of grade
Team project (final presentation)	30%	Group
In-class participation and exercises	20%	Individual
Reflective notes (daily submissions)	20%	Individual
Final report (design process documentation)	30%	Group

%	Austrian Grading baseline		
	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
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Course & Instructor Policies

- **Attendance:** Mandatory (minimum 80%).
- **Late Work:** Not accepted without prior arrangement.
- **Class Conduct:** Active participation and collaboration are expected.

Use of Generative AI:

The use of generative AI is unrestricted in this course. Please note that you are fully responsible for the accuracy of the generated content. A declaration of independence is required for each submitted work. It is prohibited to submit work that has been created predominantly or even exclusively using generative AI. Such work will be considered 'fraudulent' in accordance with Section 17 (8) of the StuPO and declared invalid.

Course Evaluation

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

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

Module 11: International Marketing

Course title:	International Marketing Management
Semester:	Winter term 2025
Credits:	5 ECTS
Class dates:	<i>January: 19th- 23rd, 26th – 30th 2026;</i>
Class times:	<i>9:00am – 1:00pm daily, E-Learning in the afternoon</i>
Classroom:	<i>see schedule</i>

Lecturer Contact Information

Name: Hildegard Liebl

Phone number: 0316/5453/6815

Email: hildegard.liebl@fh-joanneum.at

Office location: Institute of International Management
Campus A, 4th floor, Room 404

Office hours: *best reach between Tuesday and Thursday/always on MS teams*

Instructor Bio

Hildegard Liebl was born in Vienna, Austria. She received her Master's in Business Administration (specialization: Marketing and HR) at the Vienna University of Business Administration and Economics (WU Wien) after studying at Miami University, Oxford, Ohio. She finished her Ph.D. in Management and Economics in July 2021. From 93 to 01 she worked as a Product/Brand Manager for Unilever, concentrating on all kinds of marketing issues for Frozen Food and margarine business. During this time, she managed to launch 30 new products within the Austrian retail trade with strong focus on the needs and demands of the Austrian consumer. From 01 to 03 she was Marketing Manager and Business Unit Manager at the biggest frozen food producer in Austria (Austria Frost). She built up a marketing department and started business in CEE, mainly in Czech, Hungary and Slovenia. Between 03 and 05 she was Marketing Manager for Danone Austria, further developing strong brands like Actimel. Hildegard Liebl is currently a senior lecturer at the Joanneum University of Applied Sciences (FH Joanneum) in Graz, teaching courses in Marketing as well as contributing and coordinating EU funded projects.

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

Students ideally have some basic knowledge of marketing management/None

Course Description/Content

Global marketing is marketing's response to the fact, that markets around the world sometimes show increasingly similar, yet sometimes differing characteristics and therefore need to be targeted in a globalized or localized way. The marketing activities of the modern company have become increasingly internationalized. Marketing across national borders is one of the most challenging fields in business today and several crises added an additional challenge.

Aside of different branding topics, we will discuss the scope and challenge of international/global marketing and draw the distinction between international, global and multinational marketing. We

will deal with the reasons for growing globalization of markets. In a next step, we will learn how to assess global market opportunities, and how to organize for the marketing program for new foreign markets.

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

We will leverage the different cultural backgrounds of the participants and learn from each other through class discussion. Assignments will further stimulate students thinking.

By the end of this course students will be able to analyze how international marketing environment differs from their domestic environment and they will be able to apply marketing theory by working on a hands-on marketing plan. Additionally, they have knowledge about the application of the marketing P's in the international context. Furthermore, they will be familiar with current international marketing issues.

Date	Time	Topics	Assignments (preparation for class), textbook chapters
Lecture 1 Monday 19.01.	09:00- 13:00	Course Overview Introduction of the course Working on Assignment 1	
Lecture 2 Tuesday 20.01.	09:00- 13:00	Presentation of Assignment 1 Global Marketing Evolution International and global marketing development Global Market Research Advantages and disadvantages of international market research	Chapter 1, Chapter 6
Lecture 3 Wednesday 21.01.	09:00- 13:00	How to assess cultural differences? Spoken and silent language, Evaluation of cultural differences in marketing context (e.g. cultural dimensions of Hofstede)	Chapter 13
Lecture 4 Thursday 22.01.	09:00 – 13:00	How to enter a market? Market entry strategies Pros and cons of different market entry strategies	
Lecture 5 Friday 23.01.	09:00- 13:00	How to Design Products for Foreign Markets? Product Development Adaptations to Products Globalization (Standardization) vs. Localization (Adaptation)	Chapter 10, 11

		Lifecycle International Product Portfolio	
Lecture 6 Monday 26.01.	09:00-13:00	How to build a global brand: global branding issues: International Branding / Different Positioning Country of Origin-Effect Brand Bundling / Ingredient Branding	Chapter 10, 11
Lecture 7 Tuesday 27.01.	09:00 – 13:00	How to Promote Products in Foreign Markets? Communication platforms Advertising and culture International coordination	Chapter 13
Lecture 8 Wednesday 28.01.	09:00 – 13:00	How to Price Products in Foreign Markets? International pricing issues	
Lecture 9 Thursday 29.01	09:00 – 13:00	Final Exam Discussion	
Lecture 10 Friday 27.10.	09:00 – 13:00	Final Presentation Assignment Finishing of Lecture	Assignment

Student Learning Outcomes

At the completion of the course, students should have

- an understanding of the issues to consider when developing a marketing program outside their geographical home market
- a better grasp of techniques to evaluate different marketing problems and be familiar with branding issues
- a confidence in their personal ability to solve problems in the area of International Marketing.

Teaching Approach

This course will combine theory / lecture elements with more practical work elements.

In order to fully benefit from this course, you are expected to

- solve the appropriate assignments before class

- participate in class discussions and class exercises, share your knowledge and experience with each other
- pass the final exam

Required Textbooks and Materials/Literature:

Textbooks:

- Hollensen, Sven: Global Marketing, 8th edition, Pearson, Harlow 2020
- Kotabe, Masaaki / Helsen, Kristiaan: Global Marketing Management, 9th edition, John Wiley & Sons, New York et. al. 2022
- Rosenbaum, Richard / Percy, Larry / Pervan, Simon: Strategic Brand Management, 4th edition, Oxford University Press, Oxford, 2018

Planned Learning activities and teaching methods:

Online lectures, group discussions, in class assignments and group assignments, E-Learning sessions

Assessment methods and criteria:

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

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

Assessment*	Marks
Final Exam	50
Assignments	40
In Class Participation	10
Total Marks	100

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

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.