Institute of International Management and Entrepreneurship

FH JOANNEUM, University of Applied Sciences, Graz, Austria

GLOBAL BUSINESS PROGRAM

COURSE SYLLABI

SUMMER SEMESTER 2026

FH | JOANNEUM
Management internationaler Geschäftsprozesse

		Dates	Bank Holidays	Course	Lecturer	ECTS
B23.GBP.287	1	23.02.2026-27.02.2026		International Consumer Behaviour	Zeynep Bilgin Wührer	2,5 ECTS
B23.GBP.293	2	02.03.2026-06.03.2026		Human Resourse Management: HR for People Managers	Waltraud Jelinek-Krickl	2,5 ECTS
B23.GBP.292	3	09.03.2026-13.03.2026		Project Design and Management	Ketrina Çabiri Mijo	2,5 ECTS
B23.GBP300	4	16.03.2026-20.03.2026		Lean StartUp	Tenzin Rabgay	week 1&2 = 5ECTS*
	4	23.03.2026 -27.03.2026			Kinley Yangdon	
		30.03.2026-03.04.2026		EASTER		
		06.04.2026-10.04.2026		EASTER		
B23.GBP296	5	13.04.2026-17.04.2026		Green Business Transformation	Bojan Jovanovski	3 ECTS
B10.0371254	6	20.04.2026-24.04.2026		Introduction to Controlling as a Management Function	Ute Berger	2,5 ECTS
B23.GBP.294	7	27.04.2026-01.05.2026	01.05.2026	Intellectual Property Law	Irina Foret	week 1&2 = 5ECTS*
	7	04.05.2026-08.05.2026			Jim Silovs	
B23.GBP.281	8	11.05.2026-15.05.2026	14.05.2026	Strategic Innovations in Emerging Markets	Rahul Singh	2,5 ECTS
B23.GBP.274	9	18.05.2026-22.05.2026		Cross-Cultural Organizational Behavior & Management	Gerhard Apfelthaler	week 1&2 = 5ECTS*
	9	25.05.2026-29.05.2026	25.05.2026		Sofia de Oliveira	
B23.GBP.289	10	01.06.2026-05.06.2026	04.06.2026	International Strategic Management	Subash Shrestha	
	10	08.06.2026-12.06.2026			Vito Bobek	week 1&2 = 5ECTS*
B23.GBP301	11	15.06.2026-19.06.2026		Economics & Sustainability	Tomás Santa María	2,5 ECTS

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.
The course **Green Business Transformation**, offered in the format of a Spring School, will carry **3 ECTS**. This course entails an extended workload and increased contact hours compared to standard modules.
Mode of delivery (Face to face /Virtual) subject to change

Modules

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Module 11: Economics and Sustainability 64

Module 1: International Consumer Behavior

Course title:	International Consumer Behavior
Semester:	Summer term 2026
Credits:	2.5 ECTS
Class dates:	February 23 th to February 27th, 2026
Class times:	9:00 h – 13:00 h daily
Classroom:	Campus A, ground floor, seminar room 014

Professor Contact Information

Name: Prof. Dr. Zeynep Bilgin-Wührer

Phone number: 0699 13201141

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 (second semester) and Cross Cultural Communication (first semester) at University of Applied Sciences FH Joanneum in Graz. At the same time, she lectures marketing courses at the Johannes Kepler University in Linz (Principles of Marketing and International Marketing). Bevor moving to Austria she was employed full time (1990-2013) at the Department of Business Administration of Marmara University in Istanbul. Other universities she lectured as visiting professor are State University of West Georgia / Georgia - USA, University of Memphis / Memphis - USA, Bogazici University / Istanbul and Yeditepe University, Istanbul – Turkey. She was also guest lecturer in Münster (Germany), Maribor (Slovenia), and Pamplona (Spain) within the Erasmus program. Holding a BA in accounting & finance, an MBA in marketing, she received her PhD with her major marketing and minor in organizational behavior from Bogazici University, Istanbul. A scholarship from DAAD enabled her to write her PhD thesis at Hamburg University, Germany. In her private life she writes poems, memories and observations about travelled places, plays piano and sings in a choir in Linz. Publications: books, book chapters, articles in diverse areas of marketing with a focus on emerging markets.

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 present an in-depth investigation of similarities and differences of buyer behavior across international boundaries. For this, factors influencing consumers' needs and buying habits will be discussed with an international focus. Also internal factors such as personality, lifestyles and perceptions help to understand how consumer behavior is shaped in world markets.

Overview of Topics and Schedule of Topics and Activities

Day	***Date***	***Topic***	***Assignment / Exam***
Day 1	Feb. 23rd	Decision Making Process of International Buyers / Differences in Needs and Values Influencers of Buying Habits in World Markets: Social Structure	Examples from world markets Visit of ethnic stores
Day 2	Feb. 24th	Influencers of Buying Habits in World Markets: Family and Household + Reference Groups	Examples from home + other countries
Day 3	Feb. 25th	Influencers of Buying Habits in World Markets: Cultural, sub-cultural, cross cultural factors Customer Perceptions - how they differ	Examples from home + other countries
Day 4	Feb. 26th	Personality and Lifestyles affecting preference and choice Customer Journey Mapping and Hybrid Shopping in Global Markets	Examples from various markets
Day 5	Feb. 27th	Exam Presentations	Multiple choice exam on theory Presentations: Study of an ARTICLE as a group of 3 – 4 people

Student Learning Objectives/Outcomes

Student centered, inquiry based learning and teaching with lectures, self-directed learning (in class work and article study homework as a group to present).

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

Bilgin-Würher, Zeynep (2026), International Consumer Behavior Lecture Notes. Selected academic articles from various academic journals on consumer behavior.

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 (20 %), Final Exam (30%), Article Study (50 %: 20 % for presentation skills + 30% for content of the presentation reflecting the article analysis)

Assessment*	Points
In class work and participation	20
Term Project (Presentation content 30 % and style 20 %)	50
Exam	30
Total	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 rules of FH JOANNEUM, students are eligible to take a make-up in case they could not attend the exam OR they had failed in the exam.

Extra credit: not possible

Class attendance: mandatory attendance of 80% (in a 1 week course, a student may only miss 1 day. On the day of exam and presentations all have to attend the class from 9:10 am to 1:00 pm.

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 Resourse Management: HR for People Managers
Semester:	Summer term 2026
Credits:	2.5 ECTS
Class dates:	March 02^{h} - March 06st 2026
Class times:	9:00 h – 13:00h daily
Classroom:	tbd

Professor Contact Information

Name: Waltraud Jelinek-Krickl

Phone number: +43 316 5453 6844

Email: waltraud.jelinekkrickl@fh-joanneum.at

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	02.03	**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	03.03	**Special topics HR** **Learning Workplace- Employer** Learning Workplace – employee Self- Leadership and Self - Motivation	Presentations and group work
Day 3	04.03	**Special topics HR** **Learning Workplace - Employee** Entrepreneurial Mindset and Identify Opportunities	Presentations and group work
Day 4	05.03	**Special topics HR** **Learning Workplace - Employer**	Presentations and Case Studies,

		How to transform an organization into a Learning Workplace, Case Studies	
Day 5	06.03	**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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The consequences of fraudulent acts such as ***plagiarism*** *or* ***ghostwriting*** *shall be subject to Sec. 20 of the FHG.*
In addition, the "FH JOANNEUM measures for checking plagiarism in pre-academic and academic student theses" and the "Guideline for Good Scientific Practice and Prevention of Research Misconduct" as amended and approved by the Board shall apply"

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

Assessment:

- **Active working during training:** Questions and Participation 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 2026
Credits:	2.5 ECTS
Class dates:	March 9th – March 13th, 2026
Class times:	9:00h – 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 Sifting, 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 goal of this course is to provide students with foundational knowledge in the design and management of projects, equipping them with the tools necessary to successfully navigate each stage of a project's lifecycle. Throughout the course, students will explore the Project Life Cycle—from initiation and planning to execution, monitoring, and closure—and learn to apply critical tools such as the Logical Framework Approach (Logframe) and Logic Models. These tools are essential for structuring, analyzing, and designing projects across various fields.

Key topics include project selection criteria, strategic planning, budgeting, risk management, and monitoring and evaluation methods, all of which are crucial for ensuring project success. Emphasis will be placed on how these tools and techniques contribute to informed decision-making and efficient resource management within a project context.

By the end of this course, students will be able to present a complete project proposal composed as part of a team. To achieve this, they will have gained a comprehensive understanding of the basic concepts of project design and management, developed the ability to perform problem and objective analysis, and applied these insights in crafting well-structured project proposals. Additionally, they will be able to effectively plan, budget, and manage risks, while also understanding monitoring and evaluation techniques to track project progress and ensure success.

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings
1	March, 9th	Introduction to project design (Project life cycle; Problem and Objective Tree)	Folder Literature on Moodle
2	March, 10th	Project Design : Strategies; Partnership; Stakeholders	Folder Literature on Moodle
3	March, 11th	Logical Framework Approach (LFA)	Folder Literature on Moodle
4	March, 12th	Project planning (time, cost, outsourcing). Risk Management; Progress Evaluation; Managing Project Teams	Folder Case studies on Moodle
5	March, 13th	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

1. Frontal Teaching

There will be presented core concepts, frameworks, and foundational knowledge of PCM, such as the stages of the project cycle and tools like the Logical Framework Approach (LFA).

2. Work in Smaller Groups or Pair Work

Group activities allow students to collaborate, discuss, and apply concepts in a more hands-on way. Pairing students can help them work through scenarios and solve problems together.

3. Independent Student Work

Students will be encouraged to take responsibility for their own learning. This will involve assignments, research tasks, or preparing for assessments outside class time.

4. E-learning

The course will incorporate digital tools and platforms (such as Moodle or project management software) to facilitate learning, both in a fully online or hybrid format.

Teaching Methods

1. Explanation

This involves the teacher to clearly articulate concepts, processes, and theories to ensure students understand foundational material. It's especially important when introducing new topics.

2. Conversation/Discussion/Debate

The teacher will Facilitate conversations and debates that help students engage with the material more critically, reflect on different perspectives, and refine their understanding through dialogue.

3. Case Studies

In this kind of course Case studies offer real-world examples that make theoretical concepts more tangible. They allow students to see how PCM tools are applied in practice, linking theory to real-world applications.

4. Different Presentations

Presentations by students, encourage the synthesis and communication of information. Presentations also develop students' soft skills, such as public speaking and the ability to convey ideas clearly.

Required Textbooks and Materials

Topic 1. Introduction to Project Design (Project Life Cycle; Problem and Objective Tree)

Textbook: Project Management for Development Professionals (PMD Pro Guide) by PM4NGOs. This guide covers the fundamentals of project management with a focus on development projects, including the project life cycle, problem identification, and objective setting)

Access: https://pm4ngos.org/methodologies-guides/project-dpro/

2. Project Design: Strategies; Partnership; Stakeholders

Textbook: Managing for Development Results: Principles in Action by OECD/DAC. This guide covers strategies for results-based project management, with a focus on partnerships, stakeholder engagement, and managing external partners.

Access: https://www.oecd.org/en/publications/managing-for-sustainable-development-results_44a288bc-en.html

3. Logical Framework Approach (LFA)

Textbook: European Commission: Aid Delivery Methods - Project Cycle Management Guidelines. These guidelines provide a detailed explanation of the Logical Framework Approach within the context of project cycle management, covering problem analysis, stakeholder analysis, and logframe matrix development. It's an excellent resource for understanding LFA in development projects.

Access: https://op.europa.eu/en/publication-detail/-/publication/46681c3f-81f8-4cd6-a90b-c0235489a56e

4. Project Planning (Time, Cost, Outsourcing); Risk Management; Progress Evaluation; Managing Project Teams

Textbook: Introduction to Project Management by Kathy Schwalbe (Open Textbook Library). A solid textbook that covers all aspects of project planning, scheduling, cost management, risk assessment, and team management.

Access: https://pmtexts.com/wp-content/uploads/2021/08/schwalbe-intro-pm-7e-sample-chapter-1.pdf

5. Case Study

Case Study Repository: Materials uploaded to the Moodle Platform

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Suggested/Additional Course 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

Assessment, Assignments & Academic Calendar

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

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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

(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*: ISC_seminar_paper_family_name_2026

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: Lean Startup

Course title:	Lean Startup
Semester:	Summer term 2026
Credits:	5 ECTS
Class dates:	March 24th - April 04th 2025
Class times:	9:15h – 13:00h daily
Classroom:	tbd

Professor Contact Information

Name: Tenzin Rabgay and Kinley Yangdon

Email: rabgay88@gmail.com / tenzin.rabgay@fh-joanneum.at / kinleyyangdon.gcbs@rub.edu.bt

Office location: MS Teams

Office hours: -

Instructor Bio

Mr. Tenzin Rabgay is the Chief Operating Officer, Thimphu TechPark Limited, Bhutan. He is also an Adjunct Faculty, FH Joanneum, Graz, Austria. He was a Lecturer, Trainer, Researcher, Consultant and the startup Evangilist in the field of innovation and entrepreneurship at Gedu College of Business Studies (GCBS), the Royal University of Bhutan since 2011 till June 2024. He is the principal author of two books on business and entrepreneurship which are widely studied in the schools in Bhutan.

He has MBA in Innovation and Entrepreneurship from Symbiosis Institute of Business Management (SIBM), Pune. His academic credentials are illustrious. He was the topper of the batch and received certificate of excellence from the Honourable Vice Chancellor, Symbiosis International University. He was also awarded the Outstanding Student Award by SIBM Pune while pursuing MBA. He even studied entrepreneurship and small business promotion at the Entrepreneurship Development Institute of India. He also pursued Postgraduate Diploma in Higher Education from Samtse College of Education, Royal University of Bhutan and attended twenty first century education programme at the National Institute of Education, Nanyang Technological University, Singapore.

Tenzin has been instrumental in enhancing the entrepreneurship ecosystem in Bhutan through his efforts of having established and led the operation of incubation centres in the

colleges of the Royal University of Bhutan, resourcing trainings on innovation and entrepreneurship, design thinking, lean startup and business management to thousands of Bhutanese students and entrepreneurs. He has also been a consultant to various ministries, corporate bodies and private businesses in Bhutan. Further, he engages in scholarly activities through research and publication in peer reviewed journals of international repute.

Mrs. Kinley Yangdon is a Lecturer and the Head of the Department, School of Management, Gedu College of Business Studies since 2011. She has an MBA in Innovation and Entrepreneurship from Symbiosis Institute of Business Management (SIBM), Pune. She actively engages in research, training, teaching, and mentoring startups in Bhutan.

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

This course aims to facilitate the participants to immerse into the lean approach of building a product and business. While basic understanding of the business may be an add on, the course can be pursued by anyone from any field provided the participants have higher desire on launching a product with minimal resources and risk.

Course Description

This course intends to introduce the learners to the concepts and principles of lean startup. It also aims to expose leaners to the practice of lean startup methodology and apply it to their venture and professional pursuits of developing and launching a product through experimentations and iterations.

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings
1		**Introduction to Lean Startup:** • Entrepreneurial Management • The roots of Lean Startup • Who is an entrepreneur? • What is a startup? • Principles of Lean Startup • Customer Development ***Activity: Choosing a business idea or concept***	1. Ries, E. (2011). *The Lean Startup* (1st ed.). New York: Crown Business Publishing.
2		**Lean Canvas** **Lean Startup Methodology:** • Formulating hypothesis for startups • Need for validated learning • Build-Measure-Learn Loop • Experimenting with Minimum Viable Product (MVP)	

		Assessment 1 : Quiz
3		***Activity: Formulating hypothesis and Development of Lean Canvas***
4		***Assessment 2 : Lean Canvas and Hypothesis Presentation*** **Building an MVP:** • Video MVP • Concierge MVP • Wizard of Oz MVP • Others – Landing Page MVP, Crowdfunding MVP ***Activity: Building an MVP***
5		***Activity: Building an MVP*** ***Assessment 3: Presentation of MVP***
6		Innovation Accounting 3 As of startup metrics: • Actionable • Accessible • Auditable Actionable metrics verses Vanity metrics Measuring the progress of MVP: • Cohort testing • Split or A/B testing ***Activity: Testing your MVP (Experiencing with the users)***
7		***Activity: Testing your MVP (Experiencing with the users)*** Learning from experiments and tests Pivot or Persevere • Zoom-in pivot • Zoom-out pivot • Customer segment pivot • Customer-need pivot • Platform pivot • Business architecture pivot • Value capture pivot • Engine of growth pivot • Channel pivot • Technology pivot
8		***Assessment 4: Testing the MVP and Presentation of Learnings***

2. Maurya, A. (2012). *Running Lean* (2nd ed.). United States of America: O'Rielly Media, Inc.

3. Blank, S. and Dorf, B. (2012). *The Startup owner's Manual: Step-by-Step Guide for Building a Great Company* (1st ed.). California: K&S Ranch. Inc.

9		**Accelerate and Growth** Where does growth come from? The 3 engines of growth: • Sticky engine • Viral engine • Paid engine Building an adaptive organisation The wisdom of 5 whys The curse of 5 blames Nurturing disruptive innovation Creating platform for experimentation	
10		***Assesment 5: Final Consolidated Presentation***	

Student Learning Objectives/Outcomes

On completion of the module, students will be able to:

1. Explain the concept of lean startup
2. Discuss the principles of lean startup
3. Describe lean startup methodology
4. Establish startup hypothesis
5. Build a Minimum Viable Product
6. Describe the concepts of innovation accounting
7. Test the MVP using startup metrics
8. Incorporate learnings from experiments and tests for growth and innovation

Teaching Approach

The teaching approach consist of formal lectures, brainstorming, group discussions, market study, group activities, and presentations.

Required Textbooks and Materials

Ries, E. (2011). The Lean Startup (1st ed.). New York: Crown Business Publishing.

Maurya, A. (2012). Running Lean (2nd ed.). United States of America: O'Rielly Media, Inc.

Blank, S. and Dorf, B. (2012). The Startup owner's Manual: Step-by-Step Guide for Building a Great Company (1st ed.). California: K&S Ranch. Inc.

Suggested/Additional Course Materials

Blank, Steve. (2013). The four steps to the epiphany: Successful strategies for products that win (5th ed). Colubia: Quad.

Christensen, C. M. (1997). The innovator's dilemma: When new technologies cause great firms to fail. Boston, Mass: Harvard Business

Liker, J. K. (2004). The Toyota way: 14 management principles from the world's greatest manufacturer. New York: McGraw-Hill

Assessment, Assignments & Academic Calendar

Assessment:

Sl. No.	**Assessment**	**Points**
1	Quiz 1 (Multiple choice questions)	10
2	Lean Canvas Development and Startup Hypothesis Presentation	20
3	Presentation of the MVP	20
4	Testing the MVP and Presentation of Learnings	20
5	Final Consolidated Presentation	20
6	Attendance	10
	Total points	**100.00**

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.

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

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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: Green Business Transformation

Course title:	Green Business Transformation
Semester:	Summer Term 2026
Credits:	3 ECTS
Class dates:	April, 13th – April, 17th, 2026
Class times:	Schedule offered below
Classroom:	tbd

Lead Professor Contact Information

Name: FH-Prof. DI Dr. Bojan Jovanovski, MSc

Email: bojan.jovanovski@fh-joanneum.at

Office location: Institute of International Management

Campus A, 4th floor, room number 464

Office Hours: on appointment

Instructors Bio

Bojan Jovanovski holds a doctoral degree in Industrial Engineering and Management in the field of Innovation Management. In the period 2006 – 2018, he was actively involved in the development of the start-up community and SME development in North Macedonia through training, consulting and project management activities. After working in the UKIM-FME Business Start-up Center, in 2009 he co-founded the National Centre for Development of Innovation and Entrepreneurial Learning. In this period, he was also enrolled in the development of various local, national and regional strategic documents and research regarding entrepreneurship and innovation.

In the period 2011 – 2018, he was teaching entrepreneurship, innovation and business development related subjects at the Ss. Cyril and Methodius University in Skopje. He joined the Institute of International Management and Entrepreneurship in September 2018 where he is teaching and researching in the field of sustainability and innovation. Since October 2023, he holds the functional title FH-Professor. In 2024, Bojan Jovanovski founded the Startup Hub @FH JOANNEUM, which he is since coordinating. Since 2025, Prof. Jovanovski is a member of the European Academy of Science and Arts.

More information of the FH JOANNEUM website.

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 blended (few online sessions and intensive 1-week) course delves into the theoretical foundations from various disciplines, relevant for 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. 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
Online sessions	TBD 3 dates in March and early April	1. Kick-off and teambuilding 2. Idea development workshop 3. Teamwork with compulsory consultancy session
1	13.4.2026 9:15 – 14:00	"Opening, assignment of cases and teams" "Green business transformation – principles and motivation" "Business dynamics of the green transformation" "Sustainable Project Management" "Stakeholder Management in projects contributing to sustainability"
2	14.4.2026 9:15 – 14:00	"How to perform a cost-benefit analysis for a green building project" "Natural Risks Management" "Communication skills, Communication with team, Negotiation" "Media relations & Crisis Communication" "Green Energy and green construction"

3	15.4.2025, 9:15 – 14:00	Teamwork; compulsory coaching session.
4	16.4.2026 9:15 – 14:00	Teamwork; compulsory coaching session
5	17.4.2026 9:15 – 14:00	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: *13.4. – 17.7.2026 9:15 – 14:00*

Final presentations: *17.4.2026, 11:30 – 14:00*

Report deadline: *24.4.2026, 23:59*

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

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Assessment:

Assessment criteria	Points
Pitches (50% => 30 points) Consultancy sessions (20% => 12) Commented presentations (30% => 18)	60
Final report (100% => 40 points)	40
Total points	100

Grading Policy

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

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:

%			
	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: *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:

https://actions.fh- joanneum.at/login.do?locale=en

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

Module 6: Introduction to Controlling as a Management Function

Course title:	Introduction to Controlling as a Management Function
Semester:	Summer Term 2026
Credits:	2,5 ECTS
Class dates:	April, 20th – April, 24th, 2026
Class times:	Monday-Friday (9 am-1 pm)
Classroom:	tbd

Professor Contact Information

Name: Mag. Ute Berger, MSc

Email: ute.berger@fh-joanneum.at

Office location: on appointment

Office Hours: on appointment

Instructor Bio

Mag. Ute Berger, MSc, has been a lecturer in business administration and economics at the Institute of International Management at FH JOANNEUM, Graz, Austria, since 2015. Before transitioning into academia, she accumulated over 20 years of industry experience in mail-order sales, accounting, management, business administration, organizational development, and international trade. She has held various leadership roles, including positions as a manager, executive assistant, and corporate trainer.

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

N/A

Course Description

This course provides a comprehensive introduction to controlling as a core management function. It explores the interrelation between managerial tasks and the role of controllers, highlighting their contributions to effective corporate governance. The course examines the conceptual foundations and practical applications of controlling, enabling students to understand its significance in corporate decision-making. Additionally, participants will gain insights into designing and implementing controlling systems within organizations, an essential responsibility shared by managers and controllers.

Overview of Topics and Schedule of Topics and Activities*

Day	Topics
1	**1.1 Introduction** 1.1.1 Terminology and Definitions 1.1.2 Basic approaches **1.2 The practice of controlling: first impressions** 1.2.1 A brief description of how controller positions emerged in the USA
2	1.2 The practice of controlling: first impressions 1.2.2 The evolution of controllership in Germany 1.2.3 Empirical findings on the current state of controllership
3	**1.3 Development of controlling as an academic discipline** **1.4 Controlling conceptions** 1.4.1 The IVC's practice-based conception of controlling 1.4.2 Controlling conceptions in the German-language literature
4	1.4 Controlling conceptions 1.4.2.1 Controlling as an information supply function 1.4.2.2 Controlling as results-oriented control
5	1.4 Controlling conceptions 1.4.2.3 Controlling as a coordination function 1.4.2.4 Controlling as assuring the rationality of management Course Summary and Review

Student Learning Objectives/Outcomes

Upon successful completion of the course, students will have acquired:

- Knowledge of the historical development and practical implementation of controlling.
- An understanding of the responsibilities and functions of controllers.
- The ability to compare controlling practices across different countries.
- Insights into the evolution of controlling as an academic discipline.
- Familiarity with various conceptual approaches to controlling.
- An appreciation of the influence of accounting theories on controlling methodologies.

Teaching Approach

- The course employs a structured and interactive approach, combining theoretical instruction with practical applications:
- Lectures: Core topics are presented through structured lectures using PowerPoint slides and handouts.

- Case Studies & Group Work: Students will collaboratively prepare and present analyses on selected topics.
- Discussions & Peer Reviews: Group presentations will be critically evaluated by peers to foster an in-depth understanding and discussion of key concepts.

Required Textbooks and Materials

Weber, J. & Schäffer, U. (2008). Introduction to Controlling. Stuttgart: Schäffer-Poeschl.

Suggested/Additional Course Materials

Additional required material will be made available through FH JOANNEUM's Moodle platform.

Assessment, Assignments & Academic Calendar

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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 Criteria	Assessment Definition	Points
Attendance	Mandatory attendance of 80 % minimum. 1 point deducted per hour missed.	20
Presentation and Assignment	Group presentations and accompanying written paper.	30 + 10
Short Tests	Brief quizzes at the end of each class session.	40
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%

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: Intellectual Property Law

Course title:	Intellectual Property Law
Semester:	Summer term 2026
Credits:	5 ECTS
Class dates:	April 27th – May 8th, 2026
Class times:	9:00h – 13:00h 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 advier 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 in Toronto, Canada. Since 2003, Jim has instructed a variety of law, insurance and governance courses for private industry, the Haskayne School of Business and the Faculty of Law at the University of Calgary, the Southern Alberta Institute of Technology and the Bissett School of Business and the Faculty of Continuing Education and Extension at Mount Royal University. Jim is currently an ethicist with the Human Research Ethics Board at Mount Royal University and an Associate Professor and immediate past Interim Chair, Aviation, 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 the Chair of the Board for the Alberta Classical Academy Ltd. (a Charter School that operates k-12 schools in Calgary and Edmonton, Alberta) a board member of Canuck Stuff Volleybal Club, and Management Education Advisory Group Ltd. and the Past President of the Canadian Academy of Legal Studies in Business. Lastly, Jim 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, 27th	Introduction to Intellectual Property.WIPO	Relevant chapters in the course literature, literature distributed on MS Teams
2	April, 28th	Patent Law	
3	April, 29th	Copyright Law	
4	April, 30th	Trademark Law	
5	May, 4th	International Protection of IP Rights	
6	May, 5th	Expanded IP Protection – e.g. biological and integrated circuit products, torts	
7	May, 6th	International Property, International Property Framework and Intellectual Property Rights including Licensing Agreements and	
8	May, 7th	Intellectual Property Rights (cont.) and Intellectual Property Disputes	
9	May, 8th	Intellectual Property Disputes (cont.) & Emerging Issues in Intellectual Property ***Goup Presentations*** ***Written Test***	

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
Assesment*	**Points**
Three MC/TF quizzes (10% each)	30
Three Group Case Studies (10% each)	30
Final Written Exam*	30
Group Presentations	10
Total points	**100**

*** students may bring a two-sided 8 ½" x 11" reference sheet into the Final Examination**

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: Strategic Innovations in Emerging Markets

Course title:	Strategic Innovations in Emerging Markets
Semester:	Summer term 2026
Credits:	2.5 ECTS
Class dates:	May 11th – May 15th, 2026
Class times:	9:00h – 13:00 h daily
Classroom:	tbd

Professor Contact Information

Name: Dr Rahul Singh

Email: rahul.singh@adaniuni.ac.in

Office location: Institute of International ManagementCampus A, 4th floor,

room number 410

Instructor Bio

Prof. Rahul Singh is Professor of Strategy and Sustainability, and Director – Research and Internaitonal Office at IILM University, Gurugram, India. Before this, he has been Professor and Dean at Adani University, and Professor 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 Transofrmation. Dr Singh 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 EdTechCommittee 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 succeeed.

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 understadning 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 in World Economy**
   - Globalization in new era, role of ditial eocnomy
   - 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, http://sloanreview.mit.edu/article/new-strategies-in-emerging-markets/
   EXERCISE – 1. Economic profile of an emerging market, 2. Profile of a company from emerging marekt, 3. Profile of an new product or services idea from emerging marekt

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 – revieww 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 Opportunitites, 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 emerging market business environment and reasoning to finalize a destination for business
2. Build capabilities in strategy tools to assess the market and make a decision for organization'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

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.

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	10x3= 30
Class Assignment	10x2=20
One written exam (1) – individual	50
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 9: Cross-cultural Management and Organizational Behavior

Course title:	**Cross-cultural Management and Organizational Behavior**
Semester:	Summer term 2026
Credits:	5 ECTS
Class dates:	May 18-22 (Week 1), May 26-29 (Week 2)
Class times:	1st week: 9:15h – 13:00h daily; 2nd week: 9:15h – 14:00h
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: Sofia de Oliveira, MA

Phone number: +43.316.5453-6817

Email: sofia.deoliveira@fh-joanneum.at

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

room number 464

Office hours: upon request

Web: Sofia Fontes e Sousa de Oliveira MA - FH JOANNEUM (fh-joanneum.at)

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. 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, and he is a co-founder of the European Journal of International Management. Dr. Apfelthaler has lectured at universities around the world. He also regularly consults to companies and executives around the world.

Sofia de Oliveira holds a degree in teaching from the College of Education in Lisbon, Portugal and a master degree in Educational Management from the College of Education in Graz, Austria.

She is a dedicated lecturer at the Institute of International Management and Entrepreneurship, FH JOANNEUM University of Applied Sciences, Graz. With extensive experience in teaching and training diverse groups - ranging from university students to managers - she has honed her expertise in fostering growth and learning.

Her passion for culture and organizations inspired her to continue her education at Sigmund Freud University in Vienna, Austria, where she specialized in coaching, organizational development, and people development.

Sofia de Oliveira infuses her values and beliefs, deeply rooted in humanistic and constructivist schools of thought in her professional activities. She promotes tolerance, inclusion, and diversity through carefully selected methods that empower her students to reflect on their own cultural identities, understand culture at large, and develop effective strategies for working in diverse teams.

Her teaching is truly inspiring, as she motivates her students to broaden their minds and embrace diverse perspectives. These powerful tools not only enhance their personal development but also become invaluable assets that they apply throughout their careers.

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 experiential 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.	**Required Readings (will be made available via Moodle):** Apfelthaler, G. (2025). International Market Entry Strategies, Chapter 7. **Optional Readings (will be made available via Moodle):** Behfar, K. et. al. (2015). The Influence of Cultural Values on Business Practice. Darden Business Publishing / University of Virginia. Hofstede, G. (1993). Cultural constraints in management theories. *The Academy of Management Executive*, *7*(1), 81-94. 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.
2	The dimensions of Hofstede: Power Distance and Individualism	**Optional Readings (will be made available via Moodle):** 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

3	The dimensions of Hofstede: Uncertainty Avoidance and Masculinity	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. 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 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 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
4	Putting the dimenions into practice: Country-specific Workshop and Group Work	
5	Final presentations and concluding discussion	

2nd Week: Sofia de Oliveira

Day	Topics	Readings
1	Opening, welcome & recap from previous week. Team Building A modern view on Culture. Elements of Company Cultures. Assignment 1: Defining the ideal company culture: Group Experiment Poster creation & design Creative / innovative thinking	1. Bolten, J. (2015). Einführung in die interkulturelle Wirtschaftskommunikation (Vol. 4731). UTB. 2. Hofstede, G. (2001) Culture's Consequences. Comparing Values, Behavior, Institutions, and Organizations Across Nations. 2nd edition. Thousand Oaks/London/New Delhi:Sage. 3. House, R. J., Hanges, P. J, Javidan, M. & Dorfman, P. (2004). Culture, Leadership and Organizations. The GLOBE Study of 62 Societies. Thousand Oaks: Sage. 4. Trompenaars, Fons and Hampden-Turner, Charles (2012). Riding the Waves of Culture. New York: McGraw-Hill, 3rd edition
2	Presentations of assignment 1. Voting and peer evaluation. The importance of stereotypes and unconscious bias. Assignment 2: Intercultural Marketing.	

	Webquest: how marketing conveys cultural values, norms, biases, roles and ideals. Cultural awareness / self-development
3	Presentations of assignment 2. Voting and peer evaluation. Assignment 3: Case study in Organizational Behavior Analytical skills / holistic perspective
4	Presentations of assignment three. Voting and peer evaluation. Overall results of the group works | Who is the winning Team?! Feedback & Closing

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.**

Required Textbooks and Materials

1. Apfelthaler, G. (2025). International Market Entry Strategies, Chapter

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 10 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:

(1) Choice of a culture to explore in this group project. Ideally it is a culture that at least one group member originates from.
(2) 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.
(3) Interpreting the artifact: Interpreting means to:
    - Provide a general explanation of the chosen artifact.
    - Extract all messages of chosen artifact.
    - Identify meaning behind what is 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 final presentations will be made available by the instructors.

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	Befriediegend	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: Presenttion 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 10: International Strategic Management

Course Title: International strategic management

Semester: Summer Semester, 2026

Credits: 5 ECTS

Class dates: June 1 – June 12, 2026

Class times: 9:00 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): https://www.fh-joanneum.at/en/university/person/subash-shrestha/

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, Springer N.Y. and IntechOpen 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.

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	June 1	**Business Environment Conceptualization:** Scanning, Monitoring, Intelligence & Forecasting. Environment dynamics. Case analysis – European Aircraft maker Airbus vs. Boeing's jumbo Jet, Blackberry's Bust.	Folder Literature on Moodle
2	June 2	**Porter's Five Forces Framework:** Competitors & Markets. Dynamics of Industry Structure. Cycles of Competition. Comparing Industries. Digital Economy. Simulation Exercises. Case Analysis – Buyers' power in legal services, Nike creating connected customer experience,	Folder Literature on Moodle
3	June 3	**The SWOT Analysis and The Value Chain Analysis:** The Market Based Generic Strategies. SWOT Matrix. Case Analysis – Tesla's Service Challenge, Zara embraces Technology. Experential Exercise – The Market of Shapes.	Folder Literature on Moodle
4	June 4	**The Resource Based View of the Firm:** VRIN Analysis. Competitive Advantage. Case-Study Analysis – Tesla & The Global Casino Industry (PESTEL, SWOT, PORTER & VALUE CHAIN).	Folder Case studies on Moodle
5	June 5	**Seminar paper presentation and Exam** Concluding discussion: Strategic analysis implementation in the real-world scenario. Reflective Learnings.	-

International Strategic Management – Prof. Dr. Vito Bobek (Part II)

Day	Date	Topics	Readings
6	June 8	**Bridging Session:** Linking Theoretical Frameworks (Porter, RBV, SWOT) to Global Trends. Introduction to Friend-shoring, Regionalization, and AI Geopolitics.	Folder Literature on Moodle
7	June 9	**Critical Trends in the Global Economy:** Over-indebtedness, Monetary Policy, Economic Cycles, Demography, BRICS+ and Multipolarity, De-globalization & Supply Chain Restructuring.	Folder Literature on Moodle

Day	Date	Topics	Readings
8	June 10	**Case Studies in International Strategic Management:** Nike, Tesla, Huawei/TSMC, Manchester United. Focus on strategic dilemmas in technology, supply chains, and international branding.	Folder Literature on Moodle
9	June 11	**Strategic Management Beyond Corporations:** Competitiveness of Cities, Imaging & Branding, Smart Cities, and Urban Resilience. Applied exercise: strategic positioning of a chosen city.	Folder Case studies on Moodle
10	June 12	**Seminar Paper Presentations & Exam (Essay Questions).** Wrap-up discussion: connecting theory, trends, and practice.	–

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
- Experiential Exercise
- Simulation game

Teaching methods:

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

Required Textbooks and Materials

Day 1 – Day 5 (June 1st to June 5th)

- Johnson, Scholes & Whittington (2008). Exploring Corporate Strategy.—8th Edition.
- Wheelen, Hunger, Hoffman & Bamford (2018). Strategic Management and Business Policy – 15th Edition
- Rothaermel (2017). Strategic Management – 3rd Edition
- Dess, McNamara, Eisner & Sauerwald (2024) Strategic Management Text & Cases – 11th Edition.
- David & David (2015). Strategic Management concepts and cases – 15th Edition.

Day 5 – June 8

Bridging Session: From Frameworks to Global Trends (Friend-shoring, Regionalization, AI Geopolitics)

- Deng, Z., et al. (2025). *Supplier response to Apple's friendshoring.* Website: https://www.sciencedirect.com/science/article/pii/S0148296325004370
- da Rocha, A., et al. (2025). *A systematic literature review of near-shoring and friend-shoring.* Website: https://www.sciencedirect.com/science/article/abs/pii/S1075425325000602
- Georgetown Security Studies Review (2024). *"Friend-Shoring": A Collaborative Industrial Strategy to Solve Geostrategic Challenges.* Website: https://georgetownsecuritystudiesreview.org/2024/11/18/friend-shoring-a-collaborative-industrial-strategy-to-solve-geostrategic-challenges/

Day 6 – June 9

Critical Trends: Debt, Monetary Policy, Demography, BRICS+, Multipolarity, De-globalization & Supply Chains

- McKinsey Global Institute (2025). *Geopolitics and the geometry of global trade: 2025 update.* Website: https://www.mckinsey.com/mgi/our-research/geopolitics-and-the-geometry-of-global-trade-2025-update
- BCG Henderson Institute (2025). *The Geopolitics of Tech Is Hitting All Companies.* Website: https://www.bcg.com/publications/2025/geopolitics-of-tech-is-hitting-all-companies

Day 7 – June 10

Case Studies: Nike, Tesla, Huawei/TSMC, Manchester United

- McKinsey Global Institute (2025). *Geopolitics and the geometry of global trade: 2025 update.*
  Website: https://www.mckinsey.com/mgi/our-research/geopolitics-and-the-geometry-of-global-trade-2025-update
- BCG Henderson Institute (2025). *The Geopolitics of Tech Is Hitting All Companies.*
  Website: https://www.bcg.com/publications/2025/geopolitics-of-tech-is-hitting-all-companies

Day 8 – June 11

Strategic Management of Cities: Competitiveness, Branding, Smart Cities, Resilience

- Vinyals-Mirabent, S. (2025). *Nation branding: a strategic tool for attracting talent globally.*
  Website: https://www.emerald.com/jgm/article/doi/10.1108/JGM-10-2024-0118/1252832/Nation-branding-a-strategic-tool-for-attracting
- Stylianou, C., et al. (2025). *Rural place branding through social media: a stakeholder study in Cyprus.*
  Website: https://www.emerald.com/whatt/article/17/1/62/1244088/Rural-place-branding-through-social-media-a
- Ginesta, X., et al. (2024). *The Role of Future Generations in Place Branding: Case of Huelva.*
  Website:
  https://www.cogitatiopress.com/politicsandgovernance/article/viewFile/7730/3644

Day 9 – June 12

Seminar Presentations & Exam – Wrap-up (Optional Enrichment Readings)

- Brcic, M. (2025). *The Memory Wars: AI Memory, Network Effects, and the Geopolitics of Cognitive Sovereignty.*
  Website: https://arxiv.org/abs/2508.05867
- Wasi, A., Eram, F., Mitu, S., & Ahsan, A. (2025). *Generative AI as a Geopolitical Factor in Industry 5.0: Sovereignty, Access, and Control.*
  Website: https://arxiv.org/abs/2508.00973

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 30%
- Seminar paper - presentation 10%
- Multiple Choice Questions – 10%
- 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	Befriediegend	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_2026

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

Course Evaluation

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

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Module 11: Economics and Sustainability

Course title:	Economics and Sustainability
Semester:	Summer Term 2026
Credits:	2,5 ECTS
Class dates:	15 – 19 June, 2026
Class times:	09:00-13:00 daily
Classroom:	Room 014 (G.EA11.014)

Professor Contact Information

Name: Tomás Santa María González, PhD

Phone number:

Email: tsantamaria@udd.cl

Office location: via Teams – contact instructor for details

Office hours: Contact via e-mail for appointment

Instructor Bio

Tomas Santa-Maria is an Assistant Professor at the Business Sustainability Center of Universidad del Desarrollo (Chile) and PhD in Sustainability and Innovation Management from University of Graz (Austria). His research focuses on processes of business model innovation for a sustainable circular economy, the development of circular ecosystems, and the role of sustainability-oriented strategic alliances, regenerative organizations and dynamic capabilities for sustainability. His research has been published in e.g. Business Strategy and the Environment, British Journal of Management, Journal of Cleaner Production and Sustainable Consumption and Production.

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

Basic knowledge of economic and sustainability-related concepts is useful but not required.

Course Description

This intensive course introduces students to the fundamentals of economics while connecting them to the pressing challenges of sustainability. Over a week, students will explore how economic principles can be applied to environmental and social issues, such as market failures, resource allocation, and sustainable development. The course delves into the fields of

environmental and ecological economics and examines the role of businesses in advancing sustainability through innovative business models and circular economy principles. By the end of the course, students will have a solid understanding of how economics can drive sustainability strategies in both policy and business contexts, as well as practical tools for business model innovation.

Overview of Topics and Schedule of Topics and Activities*

Day	Date/Time	Content	Recommended Readings
1	Monday June 15th, 9:00-13:00	**Principles of Economics** • Micro vs macroeconomics • Supply & demand, market equilibrium, elasticity • Market efficiency and key assumptions **Environmental Economics** • Market failures: externalities, public goods and common goods • Pigouvian taxes, subsidies, cap-and-trade • Natural capital, valuation of environmental goods and services	-Mankiw, G. (2018). Principles of Economics (Chapters 4,5,10, 11). 8 Ed. Cengage Learning -Field, B. C., Field M. K., (2016). Environmental economics: an introduction (Chapter 4). 7th Ed. McGraw-Hill Book Company (UK) Ltd.
2	Tuesday June 16th, 9:00-13:00	**Sustainability 101** • Global challenges (environmental degradation and social inequality) • Sustainable Development and the SDGs **Ecological Economics** • Economy as subsystem of biosphere • Limits to growth & sustainability • Planetary Boundaries & Doughnut Economics • Steady-state economy & Degrowth	-Rockström, J., Steffen, W., et al., 2009. A safe operating space for humanity. Nature. -O'Neill, D. W., Fanning, A. L., Lamb, W. F., & Steinberger, J. K. (2018). A good life for all within planetary boundaries. Nature Sustainability, 1(2), 88–95.
3	Wednesday June 17th, 9:00-13:00	**Business Sustainability** • Role of business in addressing sustainability challenges (Shareholder capitalism vs stakeholder capitalism) • Typology of business sustainability (from business-as-usual to truly sustainable) • The business case for sustainability: Risks, opportunities, and value creation	-Friedman, M. (2007). The social responsibility of business is to increase its profits. -Statement on the Purpose of a Corporation, the Business Roundtable, 2019 -Dyllick, T., Muff, K., 2015. Clarifying the Meaning of Sustainable Business: Introducing a Typology From Business-as-Usual to True Business Sustainability. Organ. Environ. 29, 156–174.
4	Thursday June 18th, 9:00-13:00	**Circular Economy** • Circular Economy principles • Technical and biological cycles **Sustainable Business Models** • Sustainable Entrepreneurship • The Business Model • Sustainable and Circular Business Models	-Ellen McArthur Foundation. (2013). Towards the Circular Economy Vol.1: Economic and business rationale for an accelerated transition. -Geissdoerfer, M., Vladimirova, D., Evans, S., 2018. Sustainable business model innovation: A review. J. Clean. Prod. 198, 401–416.
5	Friday June 19th, 9:00-13:00	**Circular Business Model Innovation Workshop** • Value Chain Mapping	-Santa-Maria, T., Vermeulen, W.J.V., Baumgartner, R.J., 2022. The Circular Sprint: Circular business model

		• Ideation with SBM patterns • Sustainable Business Model Canvas • Team's presentations	innovation through design thinking. J. Clean. Prod. 362, 132323.

Student Learning Objectives/Outcomes

By the end of this course, students will be able to:

- Understand fundamental economic principles
- Analyze the causes and implications of market failures and assess policy responses
- Explain key concepts of sustainability
- Examine the core principles of environmental and ecological economics
- Assess the role of businesses in addressing sustainability challenges
- Apply circular economy principles and sustainable business models to real-world business challenges

Teaching Approach

This course combines theory and practical application, creating a dynamic learning environment that bridges academic concepts with real-world examples. Each session integrates direct lectures with interactive elements such as group discussions, case studies, and critical debates, allowing students to actively engage with the material. The course culminates in a hands-on design-thinking workshop, where students will apply the principles learned throughout the course to develop an innovative, sustainable business model.

Assessment, Assignments & Academic Calendar

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Participation and Engagement (20%)

Active participation in class discussions and group activities is essential for mastering the course material. Students are expected to contribute thoughtfully during group discussions, demonstrating their understanding of both theoretical concepts and their practical applications. If you don't attend, you can't participate.

Individual Reflection Essay (30%)

Students must submit a 1,500-2,000 word reflection essay that critically analyzes a key concept discussed in class (e.g., market failures, ecological economics, business sustainability, circular economy, etc.). The essay should include, at least:

A clear explanation of the chosen concept.

Its relevance to sustainability challenges.

An evaluation of its application to a real-world case or example.

Proper use of academic references (APA Style)

Declaration on ethical AI use

Deadline: Wednesday, June 26th (4 days after the course ends).

Group Project: Circular Business Model Innovation (50%)

In teams, students will participate in the design-thinking workshop on Day 4 to develop an innovative, sustainable business model using circular economy principles. The group project involves:

Group Presentation (25%): On the final day, each team will present their business model to the class, highlighting key insights from the value chain mapping, ideation process, and the use of the Sustainable Business Model Canvas.

Group Report (25%): Each team will submit a written report (1,500-2,000 words) detailing their business model, including how it addresses a sustainability challenge, incorporates circular economy principles, and the potential business case for their proposed model.

Presentation Date: Friday, June 19th (during class).

Report Deadline: Wednesday, June 26th (4 days after the course ends).

Grading Policy

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

Course & 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

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