

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

**GLOBAL BUSINESS PROGRAM**  
**COURSE SYLLABI**  
**WINTER SEMESTER 2026**

**FH | JOANNEUM**  
Management internationaler  
Geschäftsprozesse

	Dates	Bank Holidays	Course	Lecturer	ECTS
B10.0371152	28.09.2026 - 02.10.2026		Cross Cultural Communication	Zeynep Bilgin Wührer	2,5 ECTS
B23.GBP298	05.10.2026 - 09.10.2026		Contemporary Management	Juan Antonio Enciso González	2,5 ECTS
B23.GBP302	12.10.2026 - 16.10.2026		Creativity and Innovation	Trajce Velkovski	2,5 ECTS
B10.0371155	19.10.2026 - 23.10.2026		Cross Cultural and Entrepreneurial Perspectives	Trajce Velkovski	2,5 ECTS
B10.0371158	26.10.2026 - 30.10.2026	26.10.2026	Introduction to B2B Marketing and Selling	Denny Seiger	week 1&2 = 5ECTS*
	02.11.2026 - 06.11.2026				
B10.0371164	09.11.2026 - 13.11.2026		Economics	Andrea Ivanišević	2,5 ECTS
B10.0371161	16.11.2026 - 20.11.2026		Introduction to Enterprise Resource Planning	Sergi Batalla Martinez	week 1&2 = 5ECTS*
	23.11.2026 - 27.11.2026			Ernst Peßl/Roland Trost	
	30.11.2026 - 04.12.2026	08.12.2026	Global Environmental Governance	Brendan Duprey	week 1&2 = 5ECTS*
	07.12.2026 - 11.12.2026				
B23.GBP.20a	14.12.2026 - 18.12.2026		HR Management and Accounting	Waltraud Jelinek-Krickl, Christine Lichem-Herzog	2,5 ECTS
	21.12.2026 - 08.01.2027		Christmas and New Year Holidays		
B23.GBP299	11.01.2027- 15.01.2027		International Marketing	Hildegard Liebl	week 1&2 = 5ECTS*
B10.0371159	18.01.2027 - 22.01.2027		Design Thinking	Christian Friedl , Ligia Franco Pasqualin	2,5 ECTS
	25.01.2027 - 29.01.2027				
					*if you opt for this course both weeks are compulsory

Each Course is from Monday-Friday and over one or two weeks.  
The program is modular, and you can choose your courses from the program  
(it is not mandatory to do all courses).

Courses are over one week (2,5 credits) or two weeks (5 credits).

In courses over 2 weeks, attendance over 2 weeks is necessary.

Mode of delivery (Face to face /Virtual) is subject to change.

**Modules**

**Module 1: Cross Cultural Communication** ..... 4

**Module 2: Contemporary Management** ..... 9

**Module 3: Creativity and Innovation** ..... 13

**Module 4: Cross Cultural and Entrepreneurial Perspectives** ..... 17

**Module 5: Introduction to B2B Marketing and Selling**..... 20

**Module 6: Economics**..... 24

**Module 7: Introduction to Enterprise Resource Planning (ERP)** ..... 29

**Module 8: Global Environmental Governance** ..... 33

**Module 9: HR Management and Accounting**..... 40

**Module 10: International Marketing** ..... 45

**Module 11: Design Thinking**..... 50

## Module 1: Cross Cultural Communication

**Course title:** Cross Cultural Communication

**Semester:** Winter Term 2026/27

**Credits:** 2,5 ECTS

**Class dates:** 28.09.2026 - 02.10.2026

**Class times:** 9:00h – 13:00h daily

**Classroom:** TBD

### Professor Contact Information

**Name:** Zeynep Bilgin-Wührer, PhD

**Email:** fatmazeynep.bilgin-wuehrer@fh-joanneum.at

**Office location:** -

**Office hours:** -

### Instructor Bio

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

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

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

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

None

### Course Description

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

writing standards and evaluation criteria. The content of the course focuses on course goals and learning outcomes.

### Overview of Topics and Schedule of Topics and Activities

Date	Topics	Work
<p>Day 1 28.09.2026</p>	<p style="text-align: center;"><b>Introduction</b></p> <ul style="list-style-type: none"> <li>• Discussion of the course content</li> <li>• Creating an international team spirit by building study groups</li> </ul> <p style="text-align: center;"><b>Foundations of Cross-Cultural Communication</b></p> <ul style="list-style-type: none"> <li>• Cultural Awareness &amp; Identity <ul style="list-style-type: none"> <li>○ Understanding culture: definitions and layers</li> <li>○ Culture based perception and behavior</li> <li>○ Cross cultural awareness and identity development</li> </ul> </li> <li>• Culture Codes influencing Communication <ul style="list-style-type: none"> <li>○ Observable aspects of culture</li> <li>○ Non-observable aspects of culture</li> </ul> </li> </ul> <p style="text-align: center;"><b>Communication</b></p> <ul style="list-style-type: none"> <li>• Communication models and barriers</li> <li>• Listening skills</li> <li>• Communication and leadership</li> </ul>	<p><b>Activities:</b></p> <p>Building study groups for cases or articles to be studied</p> <p>Self-assessment: identifying your own cultural lens</p> <p>Icebreaker: cultural mapping, group discussion</p>
<p>Day 2 29.09.2026</p>	<p style="text-align: center;"><b>Oral and Written (Verbal) Communication and Cultural Identity</b></p> <ul style="list-style-type: none"> <li>• The power of language, linguistic relativity and translation pitfalls</li> <li>• Divergence in speech, language, perceptions of same words</li> <li>• Idioms, metaphors, and cultural meaning</li> <li>• Using language and differences in expression styles of managers</li> </ul>	<p><b>Activities:</b></p> <p>Country specific examples-based exercises</p>
<p>Day 3 30.09.2026</p>	<p style="text-align: center;"><b>Non-Verbal Communication affecting Cross Cultural Communication</b></p> <ul style="list-style-type: none"> <li>• The power of non-verbal communication</li> <li>• High and low context communication styles (Hall &amp; Hall)</li> <li>• Culture Map (Erin Meyer)</li> <li>• Halls’s concepts in everyday life <ul style="list-style-type: none"> <li>○ Nonverbal cues: gestures, eye contact, personal space</li> <li>○ Body language, cultural misinterpretations and their impact</li> </ul> </li> </ul>	<p><b>Activities:</b></p> <p>Role-play exercises, Decoding nonverbal signals</p>
<p>Day 4 01.10.2026</p>	<p style="text-align: center;"><b>Intercultural Communication Pitfalls</b></p> <ul style="list-style-type: none"> <li>• Common sources of intercultural misunderstandings <ul style="list-style-type: none"> <li>○ Cultural standards / greeting / conversation rituals / etiquette</li> <li>○ Stereotypes – cliches in minds as barriers</li> </ul> </li> </ul> <p style="text-align: center;"><b>Managing Cultural Differences and Conflict</b></p> <ul style="list-style-type: none"> <li>• Conflict resolution strategies in multicultural settings <ul style="list-style-type: none"> <li>○ Active listening strategies</li> <li>○ Avoiding ethnocentric bias</li> </ul> </li> </ul>	<p><b>Activities:</b></p> <p>Conflict mediation simulation CQ self-assessment, Team problem-solving challenge</p>

	<ul style="list-style-type: none"> <li>• Building trust across cultures</li> </ul> <p style="text-align: center;"><b><i>Cultural Intelligence (CQ) and Adaptability</i></b></p> <ul style="list-style-type: none"> <li>• Components of CQ: knowledge, strategy, motivation, behavior</li> <li>• Adapting communication styles for different audiences</li> <li>• Navigating multicultural teams and virtual environments</li> <li>• Empathy as a communication tool</li> </ul>	
Day 5 02.10.2026	<b><u>Application and Integration</u></b>	
	EXAM: The case study reports Final group presentations on assigned cultural case studies and peer feedback Reflection and course wrap-up	

### Student Learning Objectives/Outcomes

By the end of the course, participants will be able to:

- Identify key cultural dimensions and their impact on communication
- Recognize and manage cultural misunderstandings
- Develop cultural competence for a better understanding of international business environments
- Apply strategies for effective intercultural dialogue
- Demonstrate cultural empathy and adaptability in diverse settings

### Required Textbooks and Materials

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

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

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

Globe Project 2020, <https://globeproject.com/> URL: 20.09.2025.

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

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

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

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

Neuliep, James W. (2020). *Intercultural Communication: A Contextual Approach*, Sage Publications.

Piller, Ingrid (2025). *Intercultural Communication: A Critical Introduction*. Edinburgh University Press

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

Storti, Craig (2022). *The Art of Crossing Cultures*, John Murray Business Publishing.

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

### Assessment, Assignments & Academic Calendar

According to the **E-study an Examination Regulations** of FH JOANNEUM, University of Applied Sciences: “The assessment of an examination or a pre-academic or academic student thesis will be declared invalid if the examination results have been obtained **fraudulently**.

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

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

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

### Grading Policy

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

Assessment*	% Points
Final Group Work Presentation Skills	20
Final Group Work Presentation Power Points	25
In class exercises, participation and discussion	30

Exam as Written Report of the Group Work	25
	<b>100</b>

### Course & Instructor Policies

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

**Extra credit:** -

**Class attendance:** mandatory attendance of 80%

**Late work:** -

### Course Evaluation

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

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

---

## Module 2: Contemporary Management

---

**Course Title:** Contemporary Management

**Semester:** Winter Term 2026

**Credits:** 2.5 ECTS

**Class dates:** October 5 – 9, 2026

**Class times:** 9:00 a.m. – 1:00 p.m.

**Classroom:** Please check the schedule

### Professor Contact Information

**Name:** Dr. Juan Antonio Enciso González

**Phone number:** +52 81 83 09 17 03

**Email:** [juan.antonio.enciso@tec.mx](mailto:juan.antonio.enciso@tec.mx)

**Office location:** -

**Office hours:** upon previous arrangement

**Web (if available):** <https://www.linkedin.com/in/juan-antonio-enciso-gonzalez-715aa92b/>  
[/ Juan Antonio Enciso | EGADE Business School](#)

### Instructor Bio

Juan Antonio Enciso González is a Mexican professor and strategic consultant with extensive experience across academia, public policy, and global business environments. He holds a bachelor's degree in economics from Tecnológico de Monterrey (ITESM), a Master's degree in Management, and a Master's Program in International Management for Latin America jointly completed at Thunderbird School of Global Management and ITESM. He also earned a Ph.D. in Public Policy from EGAP–ITESM, complemented by advanced English studies at the University of San Diego and executive education in Leading Change and Organizational Renewal at Harvard Business School.

His professional background spans both the public and private sectors, having worked at Mexico's Ministry of Economy as well as at multinational corporations including Nortel Networks (Canada), Tyco Electronics (USA) Elcoteq (Finland), and Global Trends of Mexico. He currently serves as Business Development Strategist for Mexico and Latin America at Change Logic and is a co-founder of Human Agent Technologies, focusing on strategy execution, organizational alignment, and transformation.

Juan Antonio is a full-time professor at EGADE Business School, where he teaches in the areas of Senior Management, Business Strategy, Global Business, and International Negotiations. Throughout his academic leadership career, he has served as Director of the master's in international business (MIB), the MBA in Global Business & Strategy (GBS), the global OneMBA consortium, and the Executive MBA dual-degree program with Arizona State

University's W.P. Carey School of Business. He has also acted as Academic Leader for major executive education initiatives at EGADE Business School.

Internationally, he has participated in and led academic programs, faculty exchanges, and global collaborations with institutions in Europe, the United States, China, and Latin America, including FH Joanneum (Austria), Fundação Getulio Vargas (Brazil), Xiamen University (China), Rotterdam School of Management (Netherlands), UNC Charlotte, Miami Business School, Arizona State University, and Yale School of Management. He has also led multiple international cooperation projects funded by the European Union.

As a strategy consultant, Juan Antonio specializes in supporting organizations in the formulation and execution of competitive strategies in complex global environments. His consulting work spans sectors such as technology, telecommunications, and advanced manufacturing, helping multinational firms navigate transformation, integrate emerging technologies, and develop disruptive business models that drive sustainable growth and strategic renewal.

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

None

### Course Description

The objective of this course is to develop students' ability to understand managerial decision-making and organizational dynamics within complex global business environments. Students will explore how external forces shape managerial challenges, how strategy is formulated and executed, and how people, leadership, and organizational systems interact to drive performance. Through applied frameworks, real-world cases, and experiential learning, the course builds foundational capabilities in strategic thinking, organizational alignment, and self-management required for effective modern managers.

### Overview of Topics and Schedule of Topics and Activities

Day	Date	Topics	Readings
1	Oct 5	<b>Global Business Environment and Managerial Challenges:</b> Understanding how megatrends, uncertainty, technological change, and global forces shape organizational decisions and strategic priorities.	Folder Literature and case study on Moodle
2	Oct 6	<b>Managerial Decision-Making in Complex Organizations.</b> How managers interpret information, deal with uncertainty, balance short-term pressures with long-term strategy, and learn from real organizational contexts.	Folder Literature on Moodle
3	Oct 7	<b>Strategy and Organizational Alignment.</b> Introduction to strategy formulation and how organizations align	Folder Literature and case study on Moodle

		people, structure, and processes to execute strategic goals effectively.	
4	Oct 8	<b>People Management, Leadership, and Team Performance.</b> Motivating individuals, building high-performing teams, managing culture, and leading change in dynamic environments.	Folder Literature and case study on Moodle
5	Oct 9	<b>Self-Management and Managerial Development.</b> Developing personal effectiveness, leadership mindset, decision discipline, resilience, and continuous learning as a manager	Folder Literature on Moodle

### Student Learning Objectives/Outcomes

Upon successful completion of this course, students will have developed foundational knowledge, practical managerial skills, and a professional mindset required to operate effectively in contemporary organizational global environments.

- Understand and interpret contemporary global business environments and their impact on managerial decision-making and organizational performance in conditions of uncertainty and change.
- Apply core management and strategic frameworks to analyze real organizational challenges and design coherent managerial and organizational responses.
- Make informed managerial decisions in complex situations, integrating strategic objectives, organizational dynamics, and human factors.
- Collaborate effectively in teams, communicating ideas clearly, engaging in constructive dialogue, and managing diverse perspectives to achieve shared outcomes.
- Demonstrate ethical awareness, self-reflection, and adaptability, recognizing the social responsibilities of managers and developing a continuous learning mindset.

### Teaching Approach

This is an intensive, hands-on course focused on real managerial practice and active learning. Students work both individually and in teams, engaging directly with real-world cases, applied frameworks, discussions, and practical exercises.

### Required Textbooks and Materials

Readings from Harvard Business Review Course Pack and materials previously provided by the professor.

### Suggested/Additional Course Materials

Articles and video materials provided by the instructor via Moodle platform

## Assessment, Assignments & Academic Calendar

The final grade will comprise of:

- 4 group presentations
- Class participation
- Final presentation

The final grade will be determined as follows:

- Teamwork – 50%
- Active participation in class – 20%
- Final Presentation 30%

## Grading Policy

%			
	numeric	German	English
100 - 93	1	Sehr Gut	Excellent
92-85	2	Gut	Good
84-71	3	Befriedigend	Satisfactory
70-61	4	Genuiegend	Sufficient
60-0	5	Nicht genuegend	Failed
<b>Assessment*</b>			Points
Teamwork and team presentations			50
Class participation			20
Final Presentation			30
<b>Total Points</b>			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:** /

## Course Evaluation

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

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

---

## Module 3: Creativity and Innovation

---

### Course Information

**Course title:** Creativity and Innovation

**Semester:** Winter semester 2026

**Credits:** 2,5 ECTS

**Class dates:** Class dates: 12.10. – 16.10.2026

**Class times:** 9:15 – 13:00 (Schedule offered below)

**Classroom:** Please check the schedule

### Professor Contact Information

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

**Email:** trajce.velkovski@fh-joanneum.at

**Office location:** Institute of International Management  
Campus A, 4<sup>th</sup> floor, room number 470

**Office hours:** upon appointment

### Instructor Bio

**Trajce Velkovski** is an assistant professor at the Faculty of Mechanical Engineering, Ss. Cyril and Methodius University in Skopje, covering courses in the field of Small Business and Management and Innovation. He is currently coordinator of the university Business Start-up Centre, manager of the Centre of Vocational Excellence (CoVE) in Green Innovation in Skopje, Macedonia and co-founder and expert in the National Centre for Development of Innovation and Entrepreneurial Learning. He has been involved in more than 50 research projects and has published more than 80 publications in the field of Industrial Engineering and management.

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

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

### Course Description

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

### Overview of Topics and Schedule of Topics and Activities

Day	Date and time	Topics
1	12.10.2026, 9:15 – 13:00	<b>Creativity</b> - Explore creativity through fun exercises, brainstorming techniques, and AI-powered ideation.
2	13.10.2026, 9:15 – 13:00	<b>Ideation</b> - Develop and refine ideas using structured ideation methods and evaluation techniques.
3	14.10.2026, 9:15 – 13:00	<b>Innovation</b> - Understand innovation frameworks, ecosystems, and how creativity leads to real-world solutions.
4	15.10.2026, 9:15 – 13:00	<b>Development</b> - Work in teams to iterate ideas, receive feedback, and refine concepts with consultancy.
5	16.10.2026, 9:15 – 13:00	<b>Pitching</b> - Present final team ideas, receive feedback, and reflect on key takeaways for the upcoming case challenge.

### Student Learning Objectives/Outcomes

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

### Teaching Approach

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

### Required Textbooks and Materials

All materials will be available on MS Teams.

## Suggested/Additional Course Materials

All materials will be available on MS Teams.

## Assessment, Assignments & Academic Calendar

**Assessment:** activity including compulsory pitching and report

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

**Class dates and times:** 12.10.2026 – 16.10.2026, 9:15 - 13:00

**Pitching:** 16.10.2026, 9:30 – 13:00

**Report deadlines:** 30.10.2026, 23:59

## Grading Policy

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

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

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

## Course & Instructor Policies

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

**Extra credit:** not possible

**Class attendance:** withdraw of 1 point per one class missed

## Course Evaluation

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

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

---

## Module 4: Cross Cultural and Entrepreneurial Perspectives

---

### Course Information

**Course title:** Cross Cultural and Entrepreneurial Perspectives

**Semester:** Winter semester 2026

**Credits:** 2,5 ECTS

**Class dates:** Class dates: 19.10. – 23.10.2026<sup>1</sup>

**Class times:** 9:15 – 17:00 (Schedule offered below)

**Classroom:** Please check the schedule

### Professor Contact Information

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

**Email:** trajce.velkovski@fh-joanneum.at

**Office location:** Institute of International Management  
Campus A, 4<sup>th</sup> floor, room number 470

**Office hours:** upon appointment

### Instructor Bio

**Trajce Velkovski** is an assistant professor at the Faculty of Mechanical Engineering, Ss. Cyril and Methodius University in Skopje, covering courses in the field of Small Business and Management and Innovation. He is currently coordinator of the university Business Start-up Centre, manager of the Centre of Vocational Excellence (CoVE) in Green Innovation in Skopje, Macedonia and co-founder and expert in the National Centre for Development of Innovation and Entrepreneurial Learning. He has been involved in more than 50 research projects and has published more than 80 publications in the field of Industrial Engineering and management.

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

This course will provide some of the required basic skills and knowledge during the first week, but it is primarily designed to build up on the existing business (including technical and social knowledge) and experience of the students.

### Course Description

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

---

<sup>1</sup> The intro session and teambuilding will take place in the week before.

In the case-challenge a team approach is used, which is accompanied by coaching units. The students will develop an "elevator pitch", a two-minute summary of the results, and a detailed annotated presentation that is returned to the case givers. The best solutions will be awarded in a final event.

### Overview of Topics and Schedule of Topics and Activities

Day	Date and time*	Topics
0	13.10.2026, 13:30 – 16:30	Intro session (presentation of the cases and teambuilding) – compulsory participation
0	14.10.2026, 13:30 – 15:30	Coworking session - compulsory participation
1	19.10.2026, 9:15 – 16:00	Working in teams; Compulsory coaching
2	20.10.2026, 9:15 – 16:00	Working in teams; Questions and answers sessions with the case providers
3	21.10.2026, 9:15 – 16:00	Working in teams; Compulsory coaching
4	22.10.2026, 9:15 – 16:00	Working in teams; Compulsory coaching
5	23.10.2026, 9:15 – 16:00	Final event

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

### Student Learning Objectives/Outcomes

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

### Teaching Approach

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

### Required Textbooks and Materials

All materials will be available on MS Teams.

### Suggested/Additional Course Materials

All materials will be available on MS Teams.

### Assessment, Assignments & Academic Calendar

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

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

will deliver full presentations (10 minutes). After the presentations each team will prepare final report.

**Class dates and times:** 13.10.2026, 13:30 – 16:30; 14.10.2026, 13:30 – 15:30; 19.10.2026, 9:15 – 16:00 20.10.2026, 9:15 – 16:00; 21.10.2026, 9:15 – 16:00; 22.10.2026, 9:15 – 16:00 23.10.2026, 9:15 – 16:00

**Final presentations:** 23.10.2026, 9:00 – 14:00

**Commented presentations deadline:** 2.11.2026, 23:59

### Grading Policy

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

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

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

### Course & Instructor Policies

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

**Extra credit:** not possible

**Class attendance:** withdraw of 1 point per one class missed

### Course Evaluation

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

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

---

## Module 5: Introduction to B2B Marketing and Selling

---

<b>Course title:</b>	Introduction to B2B Marketing and Selling
<b>Semester:</b>	Winter term 2026/27
<b>Credits:</b>	5 ECTS
<b>Class dates:</b>	26.10.2026 - 06.11.2026
<b>Class times:</b>	9:00 h – 13:00h
<b>Classroom:</b>	TBD

### Professor Contact Information

**Name:** Denny N. Seiger

**Email:** [Denny.Seiger@fh-joanneum.at](mailto:Denny.Seiger@fh-joanneum.at)

**Office location:** -

**Office hours:** -

### Instructor Bio

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

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

### Mode of delivery:

Face-to-face, self-study

### Prerequisites and co-requisites:

Knowledge about marketing (at least the 4P concept)

### Course content:

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

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

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

### Learning Outcome

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

### Recommended or required reading and other learning resources / tools:

Mandatory literature:

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

Suggested/Additional Course Materials:

- 3) Ellis, Nick; Business-to-Business Marketing; 2011, Oxford University Press.
- 4) Brennan/Canning/McDowell, Business-to-Business Marketing, 2nd edition (2010) or later.
- 5) Robert B. Miller and Stephen E. Heiman with Tad Tuleja, The new strategic selling, Warner Books, 2009.
- 6) Neil Rackham, SPIN Selling, McGraw Hill 1988.

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

### Planned learning activities and teaching methods:

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

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

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

According to the **E-study an Examination Regulations** of FH JOANNEUM, University of Applied Sciences *"The assessment of an examination or a pre-academic or academic student thesis will be declared invalid if the examination results have been obtained **fraudulently**."*

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

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

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

### Grading Policy

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

### Course and Instructor Policies

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

**Extra credit:** not possible

**Class attendance:** mandatory attendance of 80%

**Late work:** -

**Document upload and naming conventions\*:** defined by lecturer

### Course Evaluation

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

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

---

## Module 6: Economics

---

**Course title:** Economics

**Semester:** Winter term 2026

**Credits:** 2,5 ECTS

**Class dates:** 09.11.2026 - 13.11.2026

**Class times:** 9:00 a.m. – 13:00 p.m.

**Classroom:** Please check the schedule

### Professor Contact Information

**Name:** Professor Andrea Ivanisevic, PhD

**Phone number:** +381 63 8243222

**Email:** andrea.ivanisevic@gmail.com

**Office location:**

**Office hours:** upon previous arrangement

**Web (if available):**

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

### Instructor Bio

Dr. Andrea Ivanišević holds a PhD in Industrial Engineering and Management from the University of Novi Sad, Faculty of Technical Sciences. She has been employed at the Faculty of Technical Sciences since October 2005 and has held the position of Full Professor since 2022. She teaches courses in Principles of Economics and Business Economics across five study programs.

From 2020 to 2023, she served as a guest professor, teaching Cost and Performance Accounting at the bachelor level and Economics of Globalization at the master's level. She was engaged as a University of Applied Sciences Lecturer at FH Joanneum within the Global Business Program during the winter semester of the 2025/2026 academic year, teaching Economics. As a guest professor at the Graz University of Technology, Institute of Business Economics and Industrial Sociology, she taught the course Financial Management during the summer semester of the 2024/2025 academic year.

She serves as Chair of the Program Committee of the 2nd International Conference on Business, Management, and Economics Engineering – Future-BME 2026, titled “Forging the Future: Business, Management, and Economics Engineering in the Age of Sustainability and Digital Transformation.”

Dr. Ivanišević has extensive experience in the implementation of more than ten national and international projects, funded by national institutions and international programs such as Interreg Danube Region and Erasmus+. As a financial expert, she actively participates in the

preparation of feasibility studies and business plans. Her scientific output includes three national monographs, two handbooks, and over 200 published scientific papers.

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

None

### Course Description

This intensive course provides a structured introduction to core economic principles with a strong focus on their application in global business contexts. The course integrates microeconomics, macroeconomics, and international economics to support informed economic decision-making in a globalized environment.

A central component of the course is a group-based Economic Report, in which students develop and analyze an imaginary company. Students apply economic concepts to real-world business decisions, including pricing, cost structures, strategic behavior, and international operations.

Teaching methods include interactive lectures, exercises, and guided group work. Dedicated sessions are used for consultancy-style feedback and discussion of student projects. The course concludes with final group presentations based on the Economic Report and a written final exam, ensuring both applied and theoretical understanding of economic principles in a global business environment.

### Overview of Topics and Schedule of Topics and Activities

Day	Date	Topics	Readings
1	09.11.2026, 9:00 –13:00	<b>Introduction to Economics &amp; Microeconomics</b> Introduction to basic economic principles, GDP, and the distinction between micro- and macroeconomics. Analysis of demand, supply, market equilibrium, and fundamental cost concepts. Formation of groups and introduction of the Economic Report; students define their imaginary company and product idea.	Folder Literature and materials on Moodle
2	10.11.2026, 9:00 –13:00	<b>Microeconomic Decision-Making</b> Cost concepts, Cost–Volume–Profit (CVP) analysis, and markets for factors of production. Discussion of market structures with focus on firm behavior. Group work applying microeconomic tools to the Economic Report with guided feedback.	Folder Literature and materials on Moodle
3	11.11.2026, 9:00 – 13:00	<b>Macroeconomics &amp; Strategic Interaction</b> Unemployment and inflation and their implications for firms and economic stability. Oligopoly and strategic game theory with emphasis on strategic decision-making. Group work focused on preparing the oligopoly and strategic interaction section of the Economic Report.	Folder Literature and materials on Moodle

4	12.11.2026, 9:10 –13:00	<b>International Trade &amp; Global Business</b> How global markets function, current and financial accounts, gains from trade, and trade restrictions. Analysis of globalization and its impact on firms and economies. Final refinement of the Economic Report and preparation for presentations.	Folder Literature and materials on Moodle
---	----------------------------	--	---

### Student Learning Objectives/Outcomes

Upon successful completion of the course, students will acquire the following skills:

#### Knowledge

- Understanding of core economic principles and their relevance to business decision-making.
- Familiarity with market structures and strategic firm behavior in competitive environments.
- Insight into global economic dynamics and their impact on international business operations.

#### Skills

- Ability to analyze economic problems using appropriate economic tools and concepts.
- Capacity to evaluate market dynamics and economic environments.
- Competence in formulating economically sound global business strategies.
- Critical thinking and informed economic decision-making.

#### Teamwork and Collaboration

- Ability to work effectively in teams to develop and co-create solutions.
- Capacity to provide, receive, and integrate constructive feedback to improve ideas and outcomes.

#### Mindset

- Development of a global perspective on economic and business issues.
- Proactive and solution-oriented approach to economic challenges.
- Adaptability to changing economic conditions.
- Ethical and responsible economic and business thinking.

### Teaching Approach

The course follows an integrated and interactive teaching approach, combining individual preparation, team-based work, and in-class discussions. Students are expected to come prepared by reviewing course materials and completing assigned activities on the Moodle platform.

Each unit is structured in a consistent manner:

- Individual preparation prior to class.
- Team-based work, including development and presentation of solutions, followed by guided discussion.
- Identification and clarification of key economic questions related to the topic.
- Lectures combined with interactive discussion to consolidate theoretical and applied knowledge.
- Ongoing preparation for the final exam and the Economic Report.

### Required Textbooks and Materials

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

### Suggested/Additional Course Materials

- Jocelyn Blink, Ian Dorton: Economics. (2024).
- Constantine Ziogas, Marily Apostolakou: Economics. (2020).
- Materials provided by the instructor via moodle platform.

### Assessment, Assignments & Academic Calendar

The final grade for the course is based on a combination of group work, presentations, and a final exam.

Components:

- Economic Report (40%) – A group-based report analyzing an imaginary company, applying economic concepts to real-world business decisions.
- Teamwork Presentation (30%) – Final group presentation of the Economic Report. Assessment criteria include teamwork, problem-solving, task completion, effective application of theory, creativity, quality of presentation (oral and/or visual), and demonstration of analytical and critical thinking. All team members receive the same mark.
- Final Exam (30%) – A written exam consisting of closed and open questions, including short calculations.

Passing Requirement:

- Students must achieve at least 50% in each assessment component to qualify for the final grade.
- 

### 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\*:** defined by lecturer

### **Course Evaluation**

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

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

---

---

## Module 7: Introduction to Enterprise Resource Planning (ERP)

---

**Course title:** Introduction to Enterprise Resource Planning (ERP)

**Semester:** Winter term 2026

**Credits:** 5 ECTS

**Class dates:** November 16<sup>th</sup> – 27<sup>th</sup>

**Class times:** 9:00 h – 13:00h daily

**Classroom:** Lab 101 / Lab 103

### Professor Contact Information

**Name:** Mag. Sergi Batalla Martinez, MBA

**Phone number:** 8356

**Email:** sergi.batallamartinez@fh-joanneum.at

**Office location:** FH JOANNEUM, Campus Kapfenberg

**Web:** <http://www.fh-joanneum.at/iwi>

**Name:** DI (FH) Ernst Peßl

**Phone number:** 8306

**Email:** Ernst.pessl@fh-joanneum.at

**Office location:** FH JOANNEUM, Campus Kapfenberg

**Web:** <http://www.fh-joanneum.at/iwi>

**Name:** DI (FH) Roland Trost

**Phone number:** 8356

**Email:** roland.trost@fh-joanneum.at

**Office location:** FH JOANNEUM, Campus Kapfenberg

**Web:** <http://www.fh-joanneum.at/iwi>

### Instructor Bio

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

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

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

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

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

## Course Description

Introduction to Enterprise Resource Planning (ERP):

- Overview information systems in companies
- Specific characteristics about ERP systems
- Technical and business administrative architecture of ERP systems
- Overview: core modules of SAP S/4HANA (FI, CO, MM, PP, SD)
- SAP FIORI User Interface.
- Transactional, Organizational and Master data.
- AI in ERP Systems.
- Selected business processes, integration aspects and business potentials.
- Critical success factors implementing an ERP system
- Streamline ERP business processes via Process Mining
- Hands-on exercises with an ERP-System (SAP S/4HANA) within the core modules (FI, MM).
- Case Study: Select and implement “the perfect” ERP system for SME (Small and middle-sized enterprises).

## Overview of Topics and Schedule of Topics and Activities

Day	Date	Topics	Readings
Week 1		All together	
1	16.11.	Introductory Lecture	Script & Assignments
2	17. 01.	Introductory Lecture	Script & Assignments
3	18. 01.	Introductory Lecture	Script & Assignments
4	19. 01.	Introductory Lecture	Script & Assignments
5	20. 01.	Introductory Lecture	Script & Assignments
Week 2			
1	23. 11.	Lab, project work, SAP basic	Script for the exercises
2	24. 11.	Lab, project work, SAP basic	Script for the exercises
3	25. 11.	Lab, project work, SAP advanced	Script for the exercises
4	26. 11.	Lab, project work, SAP advanced	Script for the exercises
5	27. 11.	Lab, project work, SAP advanced	Script for the exercises

## Student Learning Objectives/Outcomes

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

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

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

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

### Teaching Approach

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

### Required Textbooks and Materials

All information about course material will be provided in Moodle.

### Suggested/Additional Course Materials

All information about course material will be provided in Moodle.

### Assessment, Assignments & Academic Calendar

*According to the **E-study and 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”.*

**Written Exam (theoretical part):** TBD

**Presentation Project Work:** TBD

**SAP S/4HANA hands-on exercises:** TBD

### Artificial Intelligence Tools

The use of AI LLM (Chat GPT, Copilot, Perplexity etc.) is allowed for the project work preparation, but the purpose and prompts used should be explained.

### Grading Policy

%			
	numeric	German	English
100 - 93	1	Sehr Gut	Excellent

92-85	2	Gut	Good
84-71	3	Befriedigend	Satisfactory
70-61	4	Genuegend	Sufficient
60-0	5	Nicht genuegend	Failed

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

### 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: <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 8: Global Environmental Governance

**Course title:** Global Environmental Governance and Sustainable Development

**Semester:** Winter term 2026

**Credits:** 5 ECTS

**Class dates:** 30 November – 04 December; 07 December – 11 December

**Note:** No class on 08 December (Public Holiday – Austria)

**Class times:**

Week 1 (30.11–04.12): 09:00–13:00

Week 2 (07.12–11.12): 09:00–14:00

**Classroom:** TBD

### Professor Contact Information

**Name:** Dr. Brendan Duprey

**Email:** [dupreybrendan@gmail.com](mailto:dupreybrendan@gmail.com)

**Office hours:** By appointment

### Instructor Bio

Brendan Duprey, PhD, is an international sustainability and environmental governance leader with nearly 20 years of experience working across the United States, Europe, and Central Asia. He serves as Co-Chair of the PRME Chapter Eurasia, an initiative of the UN Global Compact, and is the Founding Director of the Sustainable Kazakhstan Research Institute at Narxoz University, where he leads applied research on climate resilience, nature-based solutions, education for sustainable development and sustainability transitions. He has contributed to major multilateral processes, with his work recognized by organizations including UNECE, UNESCO, and international policy and industry platforms including Forbes magazine. He regularly represents academia and applied research at global forums, including COP29, and focuses on translating sustainability research into policy and real-world implementation across regions.

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

None

### Course Description

This intensive seminar examines the principles, institutions, and policy instruments of global environmental governance within the broader framework of sustainable development. The course analyzes how climate change, biodiversity loss, resource pressures, inequality, and sustainability transitions are addressed through international agreements, multilevel governance, corporate engagement, and education reform. Students evaluate governance effectiveness and propose institutional improvements.

## Overview of Topics and Schedule of Topics and Activities

Day	Date	Topics	Readings
1	Monday 30, November	1. Foundations of Sustainable Development and Environmental Governance	Brundtland Commission, Our Common Future (Executive Summary) <a href="https://sustainabledevelopment.un.org/content/documents/5987our-common-future.pdf">https://sustainabledevelopment.un.org/content/documents/5987our-common-future.pdf</a> Rockström, J. et al. (2009; updated 2015). "Planetary Boundaries."-scan document <a href="https://www.stockholmresilience.org/research/planetary-boundaries.html">https://www.stockholmresilience.org/research/planetary-boundaries.html</a>
2	Tuesday, 1 December	2. The 2030 Agenda and the Sustainable Development Goals	UN, Transforming Our World: The 2030 Agenda for Sustainable Development (Preamble & Goals) <a href="https://sdgs.un.org/2030agenda">https://sdgs.un.org/2030agenda</a>
3	Wednesday, 2 December	3. Climate Change Governance (UNFCCC, Paris Agreement)	Paris Agreement IPCC Summary for Policymakers Paris Agreement (official UNFCCC text) <a href="https://unfccc.int/process-and-meetings/the-paris-agreement/the-paris-agreement">https://unfccc.int/process-and-meetings/the-paris-agreement/the-paris-agreement</a> IPCC Summary for Policymakers (AR6 latest synthesis) <a href="https://www.ipcc.ch/report/ar6/syr/">https://www.ipcc.ch/report/ar6/syr/</a>
4	Thursday, 3 December	4. Environmental Governance and Inequalities	<a href="https://www.un.org/en/climatechange/climate-justice">https://www.un.org/en/climatechange/climate-justice</a> Newell, Peter (2008). "The Political Economy of Global Environmental Governance." Review of International Studies. <a href="https://www.researchgate.net/publication/231901513_The_political_economy_of_global_environmental_governance">https://www.researchgate.net/publication/231901513_The_political_economy_of_global_environmental_governance</a>
5	Friday, 4 December	5. Biodiversity and Ecosystem Governance	Convention on Biological Diversity (CBD) <a href="https://www.cbd.int/">https://www.cbd.int/</a> CBD text: <a href="https://www.cbd.int/convention/text/">https://www.cbd.int/convention/text/</a>

			<p>IPBES Summary for Policymakers (Global Assessment)  <a href="https://www.ipbes.net/global-assessment">https://www.ipbes.net/global-assessment</a></p>
6	Monday, 7 December	6. Corporate Environmental Governance and ESG	<p>UN Global Compact Overview  <a href="https://www.unglobalcompact.org/what-is-gc">https://www.unglobalcompact.org/what-is-gc</a></p> <p>Ten Principles:  <a href="https://www.unglobalcompact.org/what-is-gc/mission/principles">https://www.unglobalcompact.org/what-is-gc/mission/principles</a></p> <p>ESG overview (World Bank introduction)  <a href="https://www.worldbank.org/en/publication/esg">https://www.worldbank.org/en/publication/esg</a></p>
7	Tuesday, 8 December	Public Holiday – No Class	
8	Wednesday, 9 December	7. Education for Sustainable Development as a Governance Instrument	<p>ESD for 2030 Framework:  <a href="https://unesdoc.unesco.org/ark:/48223/pf0000374802">https://unesdoc.unesco.org/ark:/48223/pf0000374802</a></p> <p>PRME – Principles for Responsible Management Education-read about, who we are, what we do, our impact.  <a href="https://www.unprme.org/">https://www.unprme.org/</a></p> <p>Six Principles:  <a href="https://www.unprme.org/about-prme/the-six-principles">https://www.unprme.org/about-prme/the-six-principles</a></p> <p>Assignment: Policy brief due by the start of the class on Friday, 11 December</p>
9	Thursday, 10 December	8. Monitoring, Metrics, and Institutional Reform	<p>UN SDG Indicator Framework  <a href="https://unstats.un.org/sdgs/indicators/indicators-list/">https://unstats.un.org/sdgs/indicators/indicators-list/</a></p> <p>Global SDG database:  <a href="https://unstats.un.org/sdgs/dataportal">https://unstats.un.org/sdgs/dataportal</a></p> <p>UN Environment institutional reform discussions:  <a href="https://www.unep.org/about-un-environment">https://www.unep.org/about-un-environment</a></p>

			Biermann, F., et al. (2009). "Earth System Governance: People, Places and the Planet." Science and Implementation Plan. Scan document Open access: <a href="https://earthsystemgovernance.org/publication/science-and-implementation-plan/">https://earthsystemgovernance.org/publication/science-and-implementation-plan/</a>
10	Friday, 11 December	Final Governance Simulation and Student Presentations	

### Student Learning Objectives/Outcomes

- Explain sustainable development as a governance principle.
- Analyze the structure and implementation logic of the Sustainable Development Goals (SDGs).
- Evaluate global climate governance frameworks.
- Assess biodiversity governance mechanisms.
- Understand structural drivers of inequality in environmental governance.
- Understand the role of corporate environmental governance and ESG.
- Discuss responsible management education as an institutional reform mechanism.
- Analyze governance instruments (regulatory, market-based, voluntary).
- Design practical governance reform proposals aligned with sustainability principles.

### Assessment, Assignments & Academic Calendar

Participation and Attendance – 40%

Individual Policy Brief – 20%

Final Presentation and Policy Defense – 40%

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the instructor.

#### 1. Participation and Attendance (40%)

Guidelines for Evaluating Class Participation

Your in-class participation will be assessed as follows:

Non-participant: C- or less

- Present, not disruptive.
- This person has said little or nothing in this workshop or class. Hence, there is no adequate

basis for evaluation.

- If this person were not a member of the class, the quality of the discussions would not be changed.

Unsatisfactory contributor: C

- Contribution in class reflects inadequate or nonexistent preparation. Ideas offered are seldom substantive; provide few, if any, insights; and rarely provide a constructive direction for the class discussion.
- Integrative comments and effective arguments are completely absent.
- Class contributions are, at best, “time fillers” efforts to make isolated, obvious, or confusing points.
- If this person were not a member of the class, valuable class time would be saved.

Adequate contributor: B

- Adequate preparation: knows basic case or reading facts, but does not show evidence of trying to interpret or analyze them.
- If this person were not a member of the class, the quality of the discussions would be diminished somewhat.

Good contributor: A-

- Demonstrates good preparation: knows case or reading facts well, has thought through implications of them.
- Offers interpretations of material (more than just facts) to class.
- If this person were not a member of the class, the quality of the discussion would be diminished considerably.

Outstanding contributor: A

- Demonstrates excellent preparation to readings and other material.
- Offers analysis, synthesis, and evaluation. Puts together pieces of the discussion to develop new approaches that take the class further.
- If this person were not a member of the class, the quality of discussions would be diminished significantly.

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

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

anything other than taking notes on class discussions or activities

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

## 2) Individual Policy Brief (20%)

**Length:** 2–3 pages

Students analyze a concrete environmental governance challenge and propose a realistic reform.

Evaluation Criteria:

**Problem Definition** – Clear identification of a specific governance challenge and its institutional context.

**Analytical Depth** – Demonstrates understanding of governance structures, policy instruments, and relevant course concepts.

**Use of Evidence** – Integrates course readings and credible sources appropriately.

**Policy Proposal** – Provides a realistic, feasible, and well-justified reform recommendation.

**Clarity and Structure** – Professional, concise, and logically organized writing.

An excellent brief shows strong governance logic, acknowledges trade-offs, and proposes implementable reforms.

## 3) Final Presentation and Policy Defense (40%)

Students design and defend a governance reform model during the final simulation.

Evaluation Criteria:

**Governance Design** – Clear, coherent institutional framework with defined roles and responsibilities.

**Integration of Course Concepts** – Effective use of SDGs, climate governance, monitoring systems, and institutional reform concepts.

**Feasibility and Implementation** – Demonstrates awareness of political, financial, and institutional constraints.

**Monitoring and Accountability** – Includes measurable indicators and accountability mechanisms.

**Argumentation and Defense** – Ability to respond clearly and analytically to questions and critique.

**Professional Presentation** – Structured, clear, and well-timed delivery.

An excellent presentation demonstrates systems-level thinking, realistic institutional design, and confident defense of policy choices.

## Course & Instructor Policies

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

**Extra credit:** not possible

**Class attendance:** mandatory attendance of 80%

**Late work:**

### **Course Evaluation**

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

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

---

---

## Module 9: HR Management and Accounting

---

**Course title:** HR Management and Accounting

**Semester:** Winter Term 2026

**Credits:** 2,5 ECTS

**Class dates:** 14. - 18. Dez. 2026

**Class times:**

14th, 15th, 16th, 17th Dec. 2026 -> 9:00 a.m.-1:00 p.m.

18th Dec. 2026 -> 8:00 a.m. – 2 p.m.

**Classroom:** EA11.EG.014

### Professor Contact Information

**Name:** Waltraud Jelinek-Krickl

**Phone number:** +43 316 5453 6844

**Email:** [waltraud.jelinekkrickl@fh-joanneum.at](mailto:waltraud.jelinekkrickl@fh-joanneum.at)

**Office location:** Eggenberger Allee 11, A-8020 Graz

**Name:** Christine Lichem-Herzog

**Phone number:** +43 316 5453 8337

**Email:** [christine.lichem-herzog@fh-joanneum.at](mailto:christine.lichem-herzog@fh-joanneum.at)

**Office location:** Werk-VI-Straße 46, A-8605 Kapfenberg

### Instructor Bio

Waltraud Jelinek-Krickl graduated from Karl-Franzens University Graz. She has two degrees: Master of Business Studies and Master of Business Education. Her main topic is Management Accounting. Additionally, she has always worked in adult education. She teaches ERP/SAP HANA, IT- Reporting and Accounting. She was an exchange lecturer twice in Auckland/NZ. She joined FH Joanneum 2003 as a lecturer.

Christine Lichem-Herzog is senior lecturer at JOANNEUM University of Applied Sciences, Institute Industrial Management, Austria. She holds a master's degree in natural sciences and has professional experience as a human resources manager and supply chain manager. She is also a certified coach and organizational development specialist. Christine teaches courses in bachelor's and master's programs and conducts research in national and European projects on the topics of human resources and organizational development, Industry 5.0, knowledge pathways, and social issues. She also works as a mentor for young people, supporting them in their professional development.

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

None

## Course Description

### Jelinek-Krickl:

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

This short course offers the opportunity for you to gain an insight into the underlying legislative and operational principles behind the processing of payroll in Austria and how to plan these costs in a company. In today's economy, it is critical to reduce costs and increase productivity wherever possible. Labor is one of your largest – if not the largest – controllable costs. Collective agreements provide a structure that varies from industry to industry. These binding rules meet exciting demographic developments, skilled worker's lack and challenges in the training and qualification structure.

So, we discuss six strategies for reducing the cost and maximizing the productivity of labor force in companies and SMEs. National and international rules for the exchange of employees (immigration, taxation, payment, shortage list, ...) influence the mobility of employees.

### Lichem-Herzog:

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

Laws at European and national level form a basis for decisions. Collective agreements provide a structure that varies from industry to industry. These binding rules meet exciting demographic developments, skilled worker's lack and challenges in the training and qualification structure. Social tensions, including through integration, language barriers and other cultural challenges, also influence the corporate culture and thus the performance of the company. Strategic and operational personnel management is in the tension of the topics presented above. In addition, the company must be permanently positioned as an "Attractive Employer" and an "Excellent Training Company" on the labor market.

## Overview of Topics and Schedule of Topics and Activities

Day	Topics	Readings
1	<b>Introduction to HR-topics</b> Personnel cost structure, movements, demographic trends, lack of skilled workers. Company-driven binding of employees	Statistik Austria Local actual articles WKO: dashboards and calculation sheets Calculations for SME's ERP – HR Management Software and reports.
2	<b>Introduction to Payroll Management Fields</b> - Personnel cost structure in Austria - Payroll Management, use of AI in HR management	Personnel cost structure : <a href="https://www.bmf.gv.at/services/">https://www.bmf.gv.at/services/</a> and presentations to be handed in by Jelinek-Krickl

	<p>In today's economy, when many companies are facing decreased demand for their products and services, it is critical to reduce costs and increase productivity wherever possible. Labor is one of the largest – if not the largest – controllable costs.</p> <p>We discuss the six strategies for reducing the cost and maximizing the productivity of labor force.</p> <p>- <b>Business Case / Working Papers</b></p>	
<b>3</b>	<p><b>HR Topics</b>  Company strategy and HR-topics <i>Part I</i>  - Austria  - EU  - International</p> <p>HR-topics (regulations, demographics)  - Austrian law- and education system (school, university, company)  - Personnel movements, demographic trends, lack of skilled workers.  - Company-driven binding of employees</p> <p>- <b>Business Case / Working Papers</b></p>	<p>Local actual press articles  Conflict escalation model  Working papers and presentations to be handed in by Christine Lichem-Herzog</p>
<b>4</b>	<p><b>HR Topics</b>  Company strategy and HR-topics Part II  - Company culture, training, measurement and influences  - Company communication – between employees, in the company and outside</p> <p>Business Case / Working Papers</p>	<p>HR Management – Working Papers on Human resources development</p>

### Student Learning Objectives/Outcomes

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

## Teaching Approach

The learning experience will consist of:

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

## Required Textbooks and Materials

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

## Assessment, Assignments & Academic Calendar

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

### Assessment:

- **Active working during training:** Questions and Participation
- **Being present:** Being on time and staying during all sessions
- **Exam:** 1. Personal talk; 2. Analysis of a selected situation, 3. Constructive activity during lessons

## Course & Instructor Policies

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

**Extra credit:** not possible

**Class attendance:** mandatory attendance of 80%

### Late work:

**Document upload and naming conventions:** by using the e-learning platform Moodle (<https://virtueller-campus.fh-joanneum.at/start/en/index.html>)

## Course Evaluation

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

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

---

## Module 10: International Marketing

---

**Course title:** International Marketing Management

**Semester:** Winter term 2026/27

**Credits:** 5 ECTS

**Class dates:** January: 18<sup>th</sup>- 22<sup>nd</sup>, 25<sup>th</sup> – 29<sup>th</sup> 2027

**Class times:** 9:00am – 1:00pm daily, E-Learning in the afternoon

**Classroom:** See schedule

**Mode of delivery:** Online and F2F

### Lecturer Contact Information

**Name:** Hildegard Liebl

**Phone number:** 0316/5453/6815

**Email:** hildegard.liebl@fh-joanneum.at

**Office location:** Institute of International Management  
Campus A, 4<sup>th</sup> floor, Room 404

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

### Instructor Bio

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

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

Students ideally have some basic knowledge of marketing management/None

### Course Description/Content

Global marketing is marketing's response to the fact that markets around the world sometimes show increasingly similar yet sometimes differing characteristics and therefore

need to be targeted in a globalized or localized way. The marketing activities of the modern company have become increasingly internationalized. Marketing across national borders is one of the most challenging fields in business today and several crises added an additional challenge.

Aside from different branding topics, we will discuss the scope and challenge of international/global marketing and draw the distinction between international, global and multinational marketing. We will deal with the reasons for growing globalization of markets. In a next step, we will learn how to assess global market opportunities, and how to organize for the marketing program for new foreign markets.

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

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

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

### Overview of Topics and Schedule of Topics and Activities

Date	Time	Topics	Assignments (preparation for class), textbook chapters
<b>Lecture 1</b>  Monday 18.01.	09:00- 13:00	<b>Course Overview</b>  <b>Introduction of the course</b>  <b>Working on Assignment 1</b>	
<b>Lecture 2</b>  Tuesday 19.01.	09:00- 13:00	<b>Presentation of Assignment 1</b>  <b>Global Marketing Evolution</b> International and global marketing development  <b>Global Market Research</b>	<b>Chapter 1,</b>  <b>Chapter 6</b>

		Advantages and disadvantages of international market research	
<b>Lecture 3</b> Wednesday 20.01.	09:00- 13:00	<b>How to assess cultural differences?</b> Spoken and silent language, Evaluation of cultural differences in marketing context (e.g. cultural dimensions of Hofstede)	<b>Chapter 13</b>
<b>Lecture 4</b> Thursday 21.01.	09:00 – 13:00	<b>How to enter a market? Market entry strategies</b> Pros and cons of different market entry strategies	
<b>Lecture 5</b> Friday 22.01.	09:00- 13:00	<b>How to Design Products for Foreign Markets?</b> Product Development Adaptations to Products Globalization (Standardization) vs. Localization (Adaptation) Lifecycle International Product Portfolio	<b>Chapter 10, 11</b>
<b>Lecture 6</b> Monday 25.01.	09:00- 13:00	<b>How to build a global brand: global branding issues:</b> International Branding / Different Positioning Country of Origin-Effect Brand Bundling / Ingredient Branding	<b>Chapter 10, 11</b>
<b>Lecture 7</b> Tuesday 26.01.	09:00 – 13:00	<b>How to Promote Products in Foreign Markets?</b> Communication platforms Advertising and culture International coordination	<b>Chapter 13</b>
<b>Lecture 8</b>			

Wednesday 27.01.	09:00 – 13:00	<b>How to Price Products in Foreign Markets?</b>  International pricing issues	
<b>Lecture 9</b> Thursday 28.01	09:00 – 13:00	<b>Final Exam</b>  Discussion	
<b>Lecture 10</b> Friday 29.10.	09:00 – 13:00	<b>Final Presentation Assignment</b>  Finishing of Lecture	<b>Assignment</b>

### Student Learning Outcomes

At the completion of the course, students should have

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

### Teaching Approach

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

To fully benefit from this course, you are expected to:

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

### Required Textbooks and Materials/Literature:

#### Textbooks:

- Hollensen, Sven: Global Marketing, 9<sup>th</sup> edition, Pearson, Harlow 2024
- Kotabe, Masaaki / Helsen, Kristiaan: Global Marketing Management, 9<sup>th</sup> edition, John Wiley & Sons, New York et. al. 2022

- Kotler, Philip; Keller, Kevin Lane; Chernev, Alexander: Marketing Management, 17th edition, Pearson, Harlo GB, 2025

**Planned Learning activities and teaching methods:**

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

**Assessment methods and criteria:**

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

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

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

---

## Module 11: Design Thinking

---

<b>Course title:</b>	Design Thinking in Action: From Ideas to Impact
<b>Semester:</b>	Winter term 2026/27
<b>Credits:</b>	2,5 ECTS
<b>Class dates:</b>	January 25 <sup>th</sup> to January 29 <sup>th</sup> , 2027
<b>Class times:</b>	9:00h – 13:00h daily
<b>Classroom:</b>	TBD

### Professor Contact Information

**Name:** Christian Friedl, PhD & Lígia Pasqualin, MA

**Email:** [christian.friedl@fh-joanneum.at](mailto:christian.friedl@fh-joanneum.at), [ligia.pasqualin@fh-joanneum.at](mailto:ligia.pasqualin@fh-joanneum.at)

**Office location:** 400, 410

**Office hours:** Upon previous arrangement

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

### Instructor Bio

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

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

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

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

### Course Description

Are you ready to tackle real-world challenges with creativity and innovation? Welcome to **Design Thinking in Action: From Ideas to Impact** - a hands-on, immersive experience where you'll learn to solve problems with a participative and human centered approach! This course

is all about turning ideas into action. You'll dive deep into the five phases of Design Thinking: **Empathize, Define, Ideate, Prototype, and Test**. Whether you're an aspiring entrepreneur, a creative problem solver, or just curious about how to design solutions that truly matter, this course will give you the tools to think outside the box and make an impact.

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

### Overview of Topics and Schedule of Topics and Activities

Day	Date	Topics	Readings & Materials
1	Jan 25	<b>Empathize:</b> Understanding the user needs	To be indicated on Moodle
2	Jan 26	<b>Define:</b> Frame the problem, synthesize insights	To be indicated on Moodle
3	Jan 27	<b>Ideate:</b> Think big—generate creative solutions	To be indicated on Moodle
4	Jan 28	<b>Prototype:</b> Bring your ideas to life	To be indicated on Moodle
5	Jan	<b>Test:</b> Get feedback, refine, and improve	To be indicated on Moodle

### Student Learning Objectives/Outcomes

Specific competences - Upon successful completion, participants will:

#### Knowledge:

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

#### Skills:

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

#### Mindset:

- Cultivate an experimental, iterative, and user-centered approach.

- Embrace failure as a learning opportunity.
- Develop empathy for users and stakeholders.

### Teaching Approach

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

**Hands-on exercises** where you collaborate with your peers.

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

### Required Textbooks and Materials

None

### Suggested/Additional Course Materials

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

### Assessment, Assignments & Academic Calendar

The final grade will comprise different assessments, group and individual. Students will be assessed through presentation, documentation, reflection and participation.

### Grading Policy

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

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

### Course & Instructor Policies

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

### Use of Generative AI:

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

### Course Evaluation

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

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

---

