

GLOBAL BUSINESS PROGRAM
COURSE SYLLABI
WINTER SEMESTER 2022



Module	Dates	Public Holidays	Course Title	Lecturer	ECTS
GBP1	03.10- 07.10		Cross Cultural Communication	Sofia Oliveira	2,5 ECTS
GBP2	10.10-14.10		HR Management Accounting	Waltraud Jelinek- Krickl Klaus Seybold	2,5 ECTS
GBP 3	17.10-21.10		Cross Cultural and Entrepreneurial Perspectives	Bojan Jovanovski	Week 1 & 2 = 5 ECTS*
	24.10-28.10	26.10 off	Cross Cultural and Entrepreneurial Perspectives		
GBP4	31.10-04.11	01.11. off	International Marketing	Hildegard Liebl	Week 1 & 2 = 5 ECTS*
	07.11-11.11		International Marketing		
GBP5	14.11-18.11		Latin American Business Development	Francisco Castaneda	2,5
GBP6	21.11-25.11		Introduction to Enterprise Resource Planning	Batalla Martinez	Week 1 & 2 = 5 ECTS*
	28.11-02.12		Introduction to Enterprise Resource Planning	Ernst Peßl Daniela Wilfinger	
GBP7	05.12-09.12	8.12. off	Strategic Management	Sunil Sangra	Week 1 & 2 = 5 ECTS*
	12.12-16.12		Strategic Management		
	19.12.2022- 06.01.2023	Christmas & New Year Holidays			
GBP8	09.01-13.01		International Finance	Branka Krivokapic - Skoko	Week 1 & 2 = 5 ECTS*
	16.01-20.01		International Finance		
GBP9	23.01-27.01		Introduction to B2B Marketing and Selling	Denny Seiger	Week 1 & 2 = 5 ECTS*
	30.01-03.02		Introduction to B2B Marketing and Selling		

* if you opt for this course both weeks are compulsory

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

Courses are over one week (2,5 credits) or two weeks (5 credits).
In courses over 2 weeks, the attendance over 2 weeks is necessary.

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

Please always check your timetable in case of changes at www.stundenplan.fh-joanneum.at

User: gbp, Password: gbp, Change to Jahrgang

Modules

Module 1: Cross Cultural Communication 4

Module 2: HR Management Accounting..... 8

Module 3: Cross Cultural and Entrepreneurial Perspectives 14

Module 4: International Marketing 19

Module 5: Latin American Business Development..... 26

Module 6: Introduction to Enterprise Resource Planning (ERP) 35

Module 7: Strategic Management 40

Module 8: International Finance..... 47

Module 9: Introduction to B2B Marketing and Selling..... 52



Module 1: Cross Cultural Communication

Course title:	Cross Cultural Communication
Semester:	Winter term 2022
Credits:	2,5 ECTS
Class dates:	October 3rd - October 7 th
Class times:	9:15h – 13:00h daily
Classroom:	tbd

Professor Contact Information

Name:	Sofia de Oliveira, MA
Email:	sofia.fontesesousadeoliveira@fh-joanneum.at
Office location:	-
Office hours:	-

Instructor Bio

Sofia de Oliveira lectures at the Institute of International Management at FH JOANNEUM Graz. She has a background in educational management, pedagogy, and adult education.

At FH JOANNEUM she also carries responsibility for coordinating international activities, such as student mobility within Erasmus+ and Joint Studies having already helped around 500 students in organising their semester abroad. Her main areas of academic and social interest are not only cross-cultural competence but also international relations and gender and diversity.

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

None

Course Description

The course Cross Cultural Communication is the first lecture in the Global Business Program and also gives room to kick-off the Global Business Program. Setting this target, 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.

Overview of Topics and Schedule of Topics and Activities

Date	Topics	Readings
1	KICK OFF of GBP Group <ul style="list-style-type: none"> - FH JOANNEUM in the light of international networks - Matching expectations (language support, classroom participation, group work, assessment, academic writing, evaluation, students fitting into Austrians student life - Team building activity Introduction to Cultural Competence and how to develop it	To be provided by lecturer
2	Cultural Awareness & Identity Non-Verbal Communication in Cross Cultural Settings	To be provided by lecturer
3	Geert Hofstede & Fons Trompenaar's Cultural Dimensions and their relation to the student's own culture Critical Incidents in Business	To be provided by lecturer
4	Mitchell Hammer's Intercultural Conflict Style Inventory Comparison of European Regions Case Studies and Preparation for Presentations	To be provided by lecturer
5	Presentations	

Student Learning Objectives/Outcomes

The course aims to acquaint its participants with the necessary theoretical and practical knowledge to communicate successfully in cross cultural environments.

Teaching Approach

While the course discusses theoretical basis it relies also on discussion and activities (role plays) throughout the course. The teaching style includes lectures with presentations, discussions and case studies

Required Textbooks and Materials

To be provided by lecturer before course start.

Literature

- Lustig, Myron W., Koester, Jolene. (2010), Intercultural Competence. Interpersonal Communication across Cultures. 6th edition. Allyn & Bacon.
- Gesteland, Richard, R. (2005). Cross-Cultural Business Behaviour. Negotiating, Selling, Sourcing and Managing Across Cultures. 4th edition. Copenhagen Business School Press.
- Trompenaars, Fons. Hampden-Turner, C. (2000). Riding the Waves of Culture. Bradley Publishers.

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”.

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
Presentation	30
Written Concept	30
Attendance and Participation	20
Exam	20
Total Points	100

Course & Instructor Policies

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

Extra credit: -

Class attendance: mandatory attendance of 80%

Late work: -

Document upload and naming conventions*:

Course Evaluation

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

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

Module 2: HR Management Accounting

Course title:	HR Management Accounting
Semester:	Winter term 2022
Credits:	2,5 ECTS
Class dates:	October 10 th - October 14 th
Class times:	9:15h – 13:00h daily
Classroom:	tbd

Professor Contact Information

Name: Waltraud Jelinek-Krickl
Email: waltraud.jelinekkrickl@fh-joanneum.at
Office location: Eggenberger Allee 11, A-8020 Graz

Office hours: -

Name: Klaus Seybold
Email: Klaus.seybold@fh-joanneum.at
Office location: Werk-VI-Straße 46, A-8605 Kapfenberg
Office hours: -

Instructor Bio

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

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

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

He started his professional career in Organization, EDP and Controlling department at a group of breweries. Soon he became Head of Human Resources Development for the company with

at least app. 3.200 employees. Later on, he was additional responsible for the Human Resources Development Center for CEE.

Next Station were Steel Industry, latest Senior Vice President HR in an international company, situated in London and Austria. His main responsibilities were Controlling and reporting of personnel expenses, all billing-relevant topics, development and implementation of a pay system, organization and coordination of the transferred employees, all aspects of labour legislation including redesign of company agreements, accordance with worker-council, tax law, personnel development, processing of personnel market and personnel marketing, recruiting, culture – development in accordance with other countries.

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

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

None.

Course Description

Jelinek-Krickl

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

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

Seybold:

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

Laws at European and national level form a basis for decisions. Collective agreements provide a structure that varies from industry to industry. These binding rules meet exciting demographic developments, skilled worker's lack and challenges in the training and qualification structure.

Social tensions, including through integration, language barriers and other cultural challenges, also influence the corporate culture and thus the performance of the company.

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

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

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings
1		<p>Introduction to HR-topics</p> <p>Company strategy and HR-topics</p> <p>HR-topics (regulations, demographics)</p> <ul style="list-style-type: none"> - Austria - EU - International <p>Personnel cost structure; movements, demographic trends, lack of skilled workers. Company-driven binding of employees</p>	<p>Statistik Austria, Austrian and European labour law</p>
2		<p>Introduction to Payroll Management Fields</p> <ul style="list-style-type: none"> - Personnel cost structure in Austria - Payroll Management - Business Case / Working Papers 	<p>Personnel cost structure: https://www.bmf.gv.at/services/ and presentations to be handed in by Jelinek-Krickl</p>

3		<p>Special topics HR</p> <ul style="list-style-type: none"> - Company culture, measurement and influences - Company communication – between employees, in the company and outside - Austrian education system (school, university, company) <p>- Business Case / Working Papers</p>	<p>Local actual press articles</p> <p>“Mitarbeiter wirksam motivieren”; Florian Becker, Springer</p> <p>Conflict escalation model <u>glasl.pdf (cleconsulting.com.au)</u></p> <p>Working papers and presentations to be handed in by Klaus Seybold</p>
4		<p>Business Case / Working Papers</p> <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 your 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>Local actual articles</p> <p>WKO: dashboards and calculation sheets</p> <p>Calculations for SME`s</p> <p>ERP – HR Management Software and reports.</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 students’ interests

Teaching Approach

The learning experience will consist of:

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

Required Textbooks and Materials

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

Suggested/Additional Course Materials

-

Assessment, Assignments & Academic Calendar

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Assessment:

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

Grading policy

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

Course & Instructor Policies

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

Extra credit: not possible

Class attendance: mandatory attendance of 80%

Document upload and naming conventions*:

Course Evaluation

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

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Module 3: Cross Cultural and Entrepreneurial Perspectives

Course title:	Cross Cultural and Entrepreneurial Perspectives
Semester:	Winter term 2022
Credits:	5 ECTS
Class dates:	October 17 ^h - October 28 th
Class times:	9:15h – 13:00h/14:00h daily (<i>schedule offered below</i>)
Classroom:	tbd

Professor Contact Information

Name:	DI Dr. Bojan Jovanovski, MSc
Phone number:	+43 (316) 5453-6812
Email:	bojan.jovanovski@fh-joanneum.at
Office location:	Institute of International Management Campus A, 4 th floor, room number 470
Office hours:	by email appointment

Instructor Bio

Bojan Jovanovski in the last 15 years is actively involved in the development of the start-up community and SME development in Macedonia through training, coaching 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. Since September 2018, he is a Senior Lecturer (FH) at the Institute of International Management, teaching innovation and entrepreneurship related courses and supervises student projects. He is also project coordinator of two large Erasmus+ projects on innovation, entrepreneurship and (self-)employability of youth.

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

(Including required prior knowledge or skills)

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 entre- and intrapreneurial competences.

In the case-challenge a team approach is used, which is accompanied by coaching units.

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

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics
1	17.10.2022, 9:15 – 14:00	Opening, assignment of cases and teams and presentation of the cases by the case providers
2	18.10.2022, 9:15 – 14:00	Project management
3	19.10.2022, 9:15 – 14:00	Negotiation and communication; Report writing
4	20.10.2022, 9:15 – 14:00	Business model generation
5	21.10.2022, 9:15 – 13:00	Guest lecturers
6	24.10.2022, 9:15 – 13:00	Working in teams; Compulsory coaching
7	25.10.2022, 9:15 – 13:00	Working in teams; Compulsory coaching; Questions and answers sessions with the case providers
8	27.10.2022, 9:15 – 13:00	Working in teams; Compulsory coaching
9	28.10.2022, 9:15 – 13:00	Final event

Student Learning Objectives/Outcomes

- To understand the concept of entrepreneurship
- 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
- To improve their presentation (and pitching) skills

Teaching Approach

Teamwork, lectures, 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

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

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: 17.10 - 20.10: 9:15 – 14:00
21.10 - 28.10- 09:15 – 13:00

Final presentations: 28.10.2021, 9:00 – 13:00

Report deadline: 13.11.2022, 23:59

Grading policy

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

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

Assessment criteria	Points
Pitches (15% => 6 points) Consultancy sessions (15%) Commented Presentations (70%)	40
Final report (90% => 54 points) Timesheets (10% => 6 points)	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: withdraw of 1 point per one class missed

Document upload and naming conventions*:

Course Evaluation

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

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

Module 4: International Marketing

Course title:	International Marketing
Semester:	Winter Term 2022
Credits:	5 ECTS
Class dates:	October 31 st – November 11 th
Class times:	9:15h – 13:00h/14:00h daily (<i>schedule offered below</i>)
Classroom:	tbd

Professor Contact Information

Name:	Hildegard Liebl
Email:	Hildegard.Liebl@fh-joanneum.at
Office location:	Institute of International Management Campus A, 4th floor, Room 412
Office hours:	<i>best reach between Tuesday and Thursday</i>

Instructor Bio

Hildegard Liebl was born in Vienna, Austria. She received her Master's in Business Administration (specialisation: Marketing and HR) at the Vienna University of Business Administration and Economics (WU Wien) after studying at Miami University, Oxford, Ohio. 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, Hungaria and Slowenia. 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.

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

Students ideally have some basic knowledge of marketing management/None

Course Description

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 the Covid 19 crisis added an additional challenge.

In this course, 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 as well as the cultural environment of global markets. In a next step, we will learn how to assess global market opportunities, and how to enter new foreign markets. Aside of the consideration of international marketing programs and application, we will focus on international branding as a special topic.

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

We will leverage the different cultural backgrounds of the participants and learn from each other through class discussion.

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. The students will understand the complexity of the international marketplace as well as cultural impacts. Additionally, they have knowledge about the application of the marketing P's in the international context. Furthermore, they will be familiar with current international marketing issues. Based on the assignments, the students will be familiar with the key knowledge how to elaborate a marketing plan for a market entry scenario.

Overview of Topics and Schedule of Topics and Activities*

Date	Time	Topics	Assignments (preparation for class), textbook chapters
Lecture 1 Monday 31.10.	09:15- 14:00	Course Overview Introduction of the course Explanation of assignments Global Marketing Evolution International and global marketing development	Chapter 1
Lecture 2 Wednesday 02.11	09:15- 14:00	Global Marketing Research	Chapter 6
Lecture 3 Thursday 03.11.	09:15- 14:00	Market entry strategies Guest Lecture Dr. Helena Chui, NKUST Taiwan: How to enter foreign markets: market entry strategies: MS Teams	Chapter 9
Lecture 4 Friday 04.11.	09:15- 14:00	Cultural Factors influencing global marketing Intercultural Aspects and Hofstede criteria	Chapter 4
Lecture 5 Monday 07.11	09:15- 13:00	How to Promote Products in Foreign Markets? Communication platforms Advertising and culture International coordination	Chapter 13
Lecture 6 Tuesday 08.11.	09:15- 13:00	How to Design Products for Foreign Markets? Product Development Adaptations to Products Globalization (Standardization) vs. Localization (Adaptation) Lifecycle International	Chapters 10, 11

		Product Portfolio	
Lecture 7 Wednesday 09.11.	09:15– 13:00	How to build a global brand: global branding issues: International Branding / Different Positioning Country of Origin-Effect Brand Bundling / Ingredient Branding	Chapter 10, 11
Lecture 8 Thursday 10.11.	09:15– 13:00	Final Presentation Assignment	Assignment
Lecture 9 Friday 11.11.	09:15– 13:00	Final Exam	

Student Learning Objectives/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 cultural issues
- a confidence in their personal ability to solve problems in the area of International Marketing.

Teaching Approach

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

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

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

Required Textbooks and Materials/ Literature

- Hollensen, Sven: Global Marketing, 8th edition, Pearson, Harlow 2020
- Kotabe, Masaaki / Helsen, Kristiaan: Global Marketing Management, 8th edition, John Wiley & Sons, New York et. al. 2020
- Keller, Kevin Lane: Strategic Brand Management, 5th edition, Pearson, Harlow 2015
- Rosenbaum, Richard / Percy, Larry / Pervan, Simon: Strategic Brand Management, 4th edition, Oxford University Press, Oxford, 2018

Suggested/Additional Course Materials for Background Reading

- Albaum, Gerald/Duerr, Edwin: International Marketing and Export Management, 8th edition, Prentice Hall, Essex UK 2016
- Kotler, P.; Keller, K.; Brady, M.; Goodman, H.; Hansen, M.: Marketing Management, 3th edition, Prentice Hall, Englewood Cliffs 2016

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".

Detailed Information to be provided by instructor at beginning of the course

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*	Marks
Final Exam	60
Assignment	50
In Class Participation	10
Total Marks	120

Course & Instructor Policies

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

Extra credit: -

Class attendance: mandatory attendance of 80%

Late work: -

Document upload and naming conventions*: defined by lecturer

Course Evaluation

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

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

Module 5: Latin American Business Development

Course title:	Latin American Business Development
Semester:	Winter term 2022
Credits:	2,5 ECTS
Class dates:	November 14 th - November 18 th
Class times:	9:15h – 13:00 pm daily
Classroom:	tbd

Professor Contact Information

Name:	Francisco Castaneda
Phone number:	-
Email:	francisco.castaneda@umayor.cl
Office location:	-
Office hours:	-

Instructor Bio

Francisco Castaneda is an economist graduated from Universidad de Chile. He holds a PhD in Geography (Economic Development) at Loughborough University (UK) and a MSc in Money, Banking and Finance at the University of Birmingham (UK). Starting his professional career, he worked as Advisor at the Chilean Ministry of Finance and as an Economist at the Central Bank of Chile.

Francisco has also built a career in academia. With regards to his professional development, he received a scholarship (2021, “Luksic Scholars”) for the program “Business, International Relations & Political Economy” (London School of Economics), training in “Advanced Economic Growth” (2017) at the Kiel Institute for the World Economy (Germany) and participated in APORDE – African program on rethinking development economics – in 2011 (grant from the South African Department of Trade & Industry).

In terms of his research, Francisco has published chapters in the international handbooks Routledge (Industrial Policy and SOEs), Elgar (Green financing) and in several journals: Studies in Business and Economics (Determinants of Financial Literacy), El Trimestre Economico (Finance; Corporate Bonds), the Geographical Journal of the RGS (Microfinance),

CIRIEC's working papers -Liege University (SOEs and Industrial Policy) and contributed to the first Chilean entrepreneurship teaching case collection, 2011 (Babson College, USA).

He has been visiting professor since 2019 at University of Birmingham (UK), University of Applied Sciences Joanneum (Austria) from 2010-present, University of Warsaw (2017), FAU Erlangen-Nürnberg, (2016), UNITEC (Honduras), Euromed Grand Ecole (Marseille, France), Costa Rica and Panama (Universidad Interamericana).

Furthermore, to enhance his skillsets and capacity in his current role as academic director, Francisco has completed short specialist courses such as a Certificates in Renewable Energy Finance (2022, Frankfurt School of Finance and Management) and in Digital Disruption Strategies (2021, Cambridge Judge Business School). He also participated in the EU-Erasmus programs "Co-innovation Masterclass" (2021) with a focus on smart cities.

Currently, he is Director of the Business School of Universidad Mayor, one of the leading universities in Chile. In his career in higher education, he has managed academic programs and has been – and continues to be – a proponent of supporting the insertion of students in the international academic sphere (international projects, scholarships and double degrees), participating currently in jointly projects with PUC Campinas (Brazil), UPB (Colombia), Vives University (Belgium) and HZ University (Netherlands).

Francisco, as a researcher, has a strong focus on the following fields:

- a) Industrial policy, innovation & international trade,
- b) Macro-Financial Economics.

Both lines of research lie at the intersection of economic and business development in Latin America.

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

None

Course Description

Latin America is a vibrant and dynamic region but one that is unequal and with stubbornly high levels of poverty. Although social gaps have become narrower in recent decades, better public policies need adopting urgently to tackle these

problems.

Latin America has much development potential, based on its natural resources and raw materials, and actively participates in regional and extra-regional trade blocs. Because of challenges it faces, Latin America – in the sphere of commodities – must expand its knowledge and tighten its embrace on technology. It must develop sectors that strengthen global production chains with higher added value, creating more balance and reducing exposure to international economic growth cycles.

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

Among the distinctive characteristics, the high inflation was a frequent problem in Latin America in the 60s and 80s – this problem has now been mitigated (except in some countries) but not eliminated. Also, some countries in Latin America have developed high standards of financial regulation while others are weak and lag the dominant trends in this sector. However, the battle against corruption continues to be a pending challenge, spite of some achievements in the last years in terms of accountability and transparency.

Against this backdrop, this course, starting with a recent historical diagnosis of Latin America, and explaining its conflicting internal forces in economic orientation, aims to explore the current productive structures of Latin America focusing on the largest and most representative countries. It seeks to analyze the patterns of foreign investment (*laissez-faire* or "guide" investment) and the economic sectors which receive the bulk of it. In addition, it aims to analyze the country risk (strengths and weaknesses) of the major economies, considering the fiscal position, the macroeconomic environment and capital flows as well as critically analyzing the existence of a suitable environment for doing business.

This course will also build understanding of how the entrepreneurial ecosystems jointly with a market oriented industrial policy (into of a suitable institutional framework) can contribute to strength the SMEs and foster the Start

Ups, for creating and adapting (re-training) the skills of the workforce for a digital new context.

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings
1		<p>Introduction to Latin American Society</p> <ul style="list-style-type: none"> - Latin American History: Evolution, Geography and Institutional Arrangements. - Major themes in Latin America: poverty, inequality, political cycles, corruption - Major business trends in Latin America. - Business Case 	<ul style="list-style-type: none"> - (S –V-G): Chapters 1 & 3 - (F): Chapters 1 & 2 -Papers of WB, IMF, IDB and CEPAL (ECLAC) - Working papers and presentations to be handed in by Francisco Castañeda
2-3		<p>Main Latin American Blocks Trade</p> <ul style="list-style-type: none"> - Mercosur y la Alianza del Pacifico -Commodities production and the need of value added. -A new and rejuvenated Industrial policy and the complexity of the economic development. - Foreign Relations (political and trade) with EU, USA and China. - Washington Consensus and the Post-Washington Consensus - Political Risk Analysis and 	<ul style="list-style-type: none"> - (R – S): Chapter 7 - (F): Chapters 8 & 9 Working papers and presentations to be handed in by Francisco Castañeda

		<p>Political Stability</p> <p>Chile: Case of a small and open outward oriented economy.</p>	
3-4		<p>Financial Crisis in Latin America</p> <ul style="list-style-type: none"> - Speculative Bubble, Deficits in Current Account, Capital Flows and variation in the Stock Exchanges. - Effects on the inflation rate, interest rate, GDP and composition of exports. - Financial and trade channel on domestic economies - Effects of Subprime Crisis on Latin America <p>Business Case</p>	<p>- (R – S): Chapters 9 & 10</p> <p>Working papers and presentations to be handed in by Francisco Castañeda</p>
5		<p>Establishing Businesses in Latin America</p> <ul style="list-style-type: none"> - Doing Business in Latin America: culture, legal, political and economic framework issues to be considered (major challenges). - Corporate Strategy in Latin America. - Marketing strategy for Latin America - The Latin American Middle Class Consumer. - Supply Chain Management Issues. - Geography and Informal Markets. 	<p>- (S –V-G): Chapter 7</p> <p>(S –V-G): Chapter 8</p> <p>Working papers and presentations to be handed in by Francisco Castañeda</p>

		<ul style="list-style-type: none"> - Opportunities in the Upgrading of firms in the Latin American Global Value Chains. - Business Lessons in Latin America <p>Business Case</p>	
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Student Learning Objectives/Outcomes

- An understanding of the heterogeneity of Latin America in economic and social terms. This includes social, tax, trade liberalization and macroeconomic aspects.

- The student can distinguish the different economic policies that coexist in the region and show different results in terms of economic performance.

- An identification of investment opportunities in Latin America (joint venture, direct foreign investment, etc.) articulating European experiences and knowledge with a more varied and complex regional supply producer.

- The student can prospect the risks and benefits of the different types of market penetration considering a map of economic risks. Which in turn he/she can be able to find niche markets in sectors that have not yet potentially scaled up.

Teaching Approach

The learning experience will consist of:

In Class Lectures, where financial theories and practical problems are presented and explained;

Seminars, where students apply theory and practice to solve case studies.

Required Textbooks and Materials

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

Suggested/Additional Course Materials

Butty, J. (August 8, 2017). Road trip into Chilecon valley: discover the tech ecosystem landscape of Chile!, Seedstars. Available at: <https://seedstars.com/content-hub/insights/road-trip-chilecon-valley-discover-tech-ecosystem-landscape-chile/>

Castañeda, F., Barria, D. & Carpentier, J. (2020). State Owned Enterprises (SOEs) and the Industrial Development in Latin America. In Bernier, L., Florio, M. & Bance, P. (Eds.), The Routledge Handbook of State-Owned Enterprises. Londres: Routledge.

Di Giovanni, S. (2019). Investment opportunities in the Latin American Hub. Available at <https://amchamchile.cl/wp-content/uploads/2019/03/Invest-Chile-Salvatore-Di-Giovanni.pdf>

Kantis, H. & Angelelli, P. (2021). Los ecosistemas de emprendimiento de América Latina y el Caribe frente al COVID-19. Impactos, necesidades y recomendaciones. Inter-American Development Bank Publication. Available at <https://publications.iadb.org/publications/spanish/document/Los-ecosistemas-de-emprendimiento-de-América-Latina-y-el-Caribe-frente-al-COVID-19-Impactos-necesidades-y-recomendaciones.pdf>.

Lederman, D., Messina, J., Pienknagura, S. & Rigolini, J. (2013). Latin American Entrepreneurs: Many Firms But Little Innovation. World Bank Latin American and Caribbean Studies. Available at: <http://documents1.worldbank.org/curated/en/800041468015024160/pdf/Latin-American-entrepreneurs-many-firms-but-little-innovation.pdf>.

OECD (2020). Policy Note on Latin America: Leveraging the Impact of New Technologies. OECD Development Centre. Available at <https://www.oecd.org/dev/EMnet-Latin-America-Policy-Note-2020.pdf>.

Orejas, R., Buckland, H. & Castizo, R. (2016). Study of Social Entrepreneurship and Innovation ecosystems in the Latin American Pacific Alliance Countries. Regional Analysis: Chile, Colombia, Costa Rica, Mexico & Peru. Fundación Ecología y Desarrollo. Inter-American Development Bank, Office of the Multilateral Investment Fund, Technical Note IDB-TNT-1148. Available at <https://publications.iadb.org/publications/english/document/Study-of-Social-Entrepreneurship-and-Innovation-Ecosystems-in-the-Latin-American-Pacific-Alliance-Countries-Regional-Analysis-Chile-Colombia-Costa-Rica-Mexico--Peru.pdf>

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”.

Assessment:

- Short Test (20%): Analysis of a selected text – Questions and Group Participation
- Short Test (20%): Analysis of a selected text – Questions and Group Participation
- Short Test (20%): Analysis of a selected text – Questions and Group Participation
- Final Test (40%): Analysis of a selected text – Questions and Group Participation

Grading Policy

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

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

Course & Instructor Policies

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

Extra credit: not possible

Class attendance: mandatory attendance of 80%

Document upload and naming conventions*: defined by lecturer

Course Evaluation

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

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

Module 6: Introduction to Enterprise Resource Planning (ERP)

Course title:	Introduction to Enterprise Resource Planning (ERP)
Semester:	Winter term 2022
Credits:	5 ECTS
Class dates:	November 21 st – December 02 nd
Class times:	9:15h – 13:00h daily
Classroom:	tbd

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: Mag. Daniela Wilfinger
Phone number: 6341
Email: daniela.wilfinger@fh-joanneum.at
Office location: FH JOANNEUM, Campus Kapfenberg
Web: <http://www.fh-joanneum.at/iwi>

Instructors Bio

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

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

Daniela Wilfinger is a Lecturer at FH JOANNEUM Industrial Management in the area of Business Management and ERP-Systems.

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

(including required prior knowledge or skills)

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

Course Description

Introduction to Enterprise Resource Planning (ERP):

- Overview information systems in companies
- Specific characteristics about ERP systems
- Technical and business administrative architecture of ERP systems
- Overview: core modules of SAP (FI, CO, SD, MM, PP, BW)
- Master data and functionalities,
- Selected business processes, integration aspects and business potentials
- Critical success factors implementing an ERP system
- First practical steps with an ERP-System (SAP) within the core modules (MM, PP, SD, CO)

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings
Week 1		All together	
1	21.11.	Introductory Lecture	Script
2	22.11.	Introductory Lecture	Script
3	23.11.	Introductory Lecture	Script
4	24.11.	Introductory Lecture	Script
5	25.11	Introductory Lecture	Script
Week 2			
1	28.11.	Lab, project work, SAP basic	Script for the exercises
2	29.11.	Lab, project work, SAP basic	Script for the exercises
3	30.11.	Lab, project work, SAP advanced	Script for the exercises
4	01.12.	Lab, project work, SAP advanced	Script for the exercises
5	02.12.	Lab, project work, SAP advanced	Script for the exercises

Student Learning Objectives/Outcomes

Students will be able to understand the specific characteristics of ERP software.

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

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

Additionally, the students will do some first steps with a Training- SAP-System. A project work in the area of ERP-Selection/Implementation will complete the course.

Teaching Approach

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

Required Textbooks and Materials

All information about course material will be provided in the MS Teams-channel.

Suggested/Additional Course Materials

All information about course material will be provided in the MS Teams-channel.

Assessment, Assignments & Academic Calendar

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

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

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

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

Written Exam (theoretical part): tbd

Presentation Project Work: tbd

Grading Policy

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

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

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

Course & Instructor Policies

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

Extra credit: not possible

Class attendance: mandatory attendance of 80%

Late work: -

Document upload and naming conventions*: defined by lecturer

Course Evaluation

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

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: Strategic Management

Course title:	Strategic Management
Semester:	Winter term 2022
Credits:	5 ECTS
Class dates:	December 05th – December 16 th
Class times:	9:15h – 13:00h/14:00h daily (<i>schedule offered below</i>)
Classroom:	tbd

Professor Contact Information

Name:	Sunil Sangra
Email:	sunil.sangra@bimtech.ac.in
Office location:	-
Office hours:	-

Instructor Bio

An MBA from IIM-Lucknow (a top-5 B-school in India), Sunil's passions are Innovation, Creativity and Strategy. He has over 32 years of rich C-Suite experience across functions and sectors. He has worked/consulted with leading organisations in India and the Middle East such as Nomura, CRISIL, The Aditya Birla Group, EXIM Bank of India, World Bank, OMZEST, HAYS and the Future Group, to name a few. He has played multiple stints as an entrepreneur and has led the most successful IPO ever, in the Indian media industry, with subscriptions exceeding US \$ 1 billion - book built by Merrill Lynch. Sunil has co-designed and facilitated a Design Thinking workshop with Prof. Srikant Datar of Harvard Business School which included participation by senior faculty members from leading B-Schools and senior executives from the corporate sector in India. Sunil has been a keynote speaker at a NHRDN (the most respected national level HRD association in India) summit with 'Building Diversity - Driving Innovation' as the theme, and a faculty and mentor for the Goldman Sachs '10,000 Women Entrepreneurs Program'. In addition, he has been teaching Strategy, Innovation and Design Thinking at leading Business Schools in India including BIMTECH. He offers Consulting, Training and Coaching services in the areas of Design Thinking and Innovation for over 4,000 business leaders in India, Europe, Egypt, China, Brazil and USA. He has been a part of the consulting team of Balanced Scorecard Collaborative (founded by Prof. Robert Kaplan of Harvard Business School) and has helped numerous organizations in India and the Middle

East in improving their Strategic Management competency including strategy formulation, articulation, execution and review.

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

None

Course Description

Why are some business organizations more successful than others? Why are some organizations able to sustain success for longer periods of time whereas others cease to be as successful? How do some organizations achieve great success by sticking only to one industry? Why do others enter into multiple industries? This course seeks to answer some of these questions.

Business organizations have a reason for their existence. They have a character, culture and context. They have to decide on their destination and how to get there. They need to be aware of and respond to the environment that they operate in externally as well as internally. These become the basis for decisions for the future.

This course will address these issues and also enable you to understand organizations in their totality.

Overview of Topics and Schedule of Topics and Activities*

Day	Date	Topics	Readings/Pedagogy
Monday	05.12.22	Introduction to the course What is the 'Purpose' of a Business Organization?	Friedman; The Social Responsibility of Business is to Increase its Profits; New York Times Magazine; September 13, 1970 The Business Case for Purpose; HBR-EY; 2015 https://hbr.org/resources/pdfs/comm/ey/19392HBRReportEY.pdf

Tuesday	06.12.22	<p>Vision, Mission and Values as the starting point of Strategy.</p>	<p>Colin & Porras (1996); Building your company's Vision; HBR</p> <p>Instructor slides, discussion and group work</p>
Wednesday	07.12.22	<p>Defining an Industry and conducting Industry and External Analysis (I/O view of Strategy)</p> <ul style="list-style-type: none"> • Industry definition and concentration • Strategic Groups • 5 forces framework • PESTEL Analysis • Industry lifecycles <p>New challenges: The blurring of boundaries</p>	<p>Porter; What is Strategy; HBR</p> <p>Instructor slides, discussion and group work</p>
Friday	09.12.22	<p>Levels of Strategy</p> <ul style="list-style-type: none"> • Corporate • Business • Functional • Operational <p>Conducting Internal Analysis of the firm</p> <ul style="list-style-type: none"> • Competitive advantage • Core competency • Resource based view of the firm • SWOT analysis <p>Business Level Strategy</p> <ul style="list-style-type: none"> • Generic Business Strategies • Competitive Positioning 	<p>Hambrick & Frederickson; Are you sure you have a strategy?; Academy of Management Executive; 2001</p> <p>Teece et al; Plotting Strategy in a Dynamic World; MIT Sloan Management Review; Fall 2020</p>

Monday	12.12.22	Corporate Level Strategy <ul style="list-style-type: none"> • Vertical Integration • Horizontal Integration Diversification	Instructor slides and discussion
Tuesday	13.12.22	Global Business Strategy	Instructor slides and discussion
Wednesday	14.12.22	Strategy Execution	Instructor slides and discussion
Thursday	15.12.22	Governance, Structure and Culture and Strategy in Contemporary Times	Instructor slides and discussion
Friday	16.12.22	Final project presentations	

Student Learning Objectives/Outcomes

Course Intended Learning Outcomes	Teaching and Learning Activities
To develop Vision, Mission and Value statements for a firm	Lecture, case study discussion, exercises.
To conduct external and internal analysis of a firm	Lecture, case study discussion, exercises.
To formulate business strategy in a global context	Lecture, case study discussion, exercises.

Teaching Approach

There will be multiple teaching approaches that will be leveraged in the course. These include:

- Lecture, in the form of slide based presentations to be made by the instructor
- Case study based discussions for internalization of topics being discussed

- Self-study, requiring students to come prepared with assigned materials and case studies before class
- Interactive discussions between the instructor and the students and between the students with the objective of sharing questions, thoughts and reflections on the topics being covered in class
- Group exercises and activities with a view to helping students practice and internalize topics being discussed
- Videos relevant to the topics being discussed

Required Textbooks and Materials

Textbooks

David & David; Strategic Management: A Competitive Advantage Approach - Concepts and Cases; Pearson; 16th edition

Web Sources

<https://www.cia.gov/library/publications/the-world-factbook/>

<http://ycsq.yale.edu/>

<http://www.globalization101.org/>

Suggested/Additional Course Materials

Reference books

Michael Porter; Competitive Advantage

Strategy Safari; Henry Mintzberg

Thomas Friedman; The World is Flat

Pankaj Ghemawat; Semi-globalization

Kenichi Ohmae; The Borderless World

Michael Porter; The Competitive Advantage of Nations

Journals / Business Magazines

Journal of International Business Studies

Strategic Management Journal

Additional materials and case studies will be shared by the instructor prior to each class.

Assessment, Assignments & Academic Calendar

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

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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”.

Assessment*	Points
Attendance (2 per class)	20
Assignment / quiz	20
Class participation	20
Group Project presentation	40
total points	100

- **Short Test (20%)**: Analysis of a selected text – Questions and Group Participation
- **Short Test (20%)**: Analysis of a selected text – Questions and Group Participation
- **Short Test (20%)**: Analysis of a selected text – Questions and Group Participation
- **Final Test (40%)**: Analysis of a selected text – Questions and Group Participation

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 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 8: International Finance

Course title:	International Finance
Semester:	Winter term 2022
Credits:	5 ECTS
Class dates:	January 9 th - January 20 th
Class times:	9:15h – 13:00h daily
Classroom:	tbd

Professor Contact Information:

Name:	Professor Branka Krivokapic - Skoko
Phone number:	-
Email:	bkrivoka@gmail.com
Office location:	MS Teams
Office hours:	

Instructor Bio:

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

Branka has more than twenty years of experience in teaching International Business Management, Asia-Pacific Business, International Economics and International Financial Management for both undergraduate and postgraduate students in Australia and New Zealand. She has also developed short courses in banking research for some corporate clients such as Commonwealth Bank of Australia. Branka is currently supervising a number of students doing Doctorates of Business Administration and regularly running research workshops for doctoral students and early career researchers. She is a reviewer for the Australian Research Council, European Union FP7 framework (Economic and Human Sciences panel) and the Belgium Scientific Fund.

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

Student doing International Finance are generally expected to have finished some undergraduate introductory courses, such as Principles of Economics, or Business Economics, or Principles of Financial Management

Course description:

International Finance is a dynamic and innovative industry that can be expected to play an increasingly important role in the creation of national and regional wealth. The discipline/profession of international finance is offering exciting opportunities for those students seeking careers within global financial institutions. The subject examines financial decision making in the international environment. It builds on and extends the domestic corporate finance framework to the international dimension. The topics covered include the foreign exchange market, risk management and foreign investment analysis in international business.

Overview of Topics and Schedule of Topics and Activities:

Day	Date	Topics	Readings
1	9 January	The international monetary system; fixed and flexible exchange rate systems	The international monetary system Eiteman et al, Chapter 3, pp.79-87
2	10 January	The foreign exchange market	The foreign exchange market Eiteman et al, Chapter 6, pp. 180-199 and Chapter 7, pp. 216-224
3	11 January	Foreign currency speculation	
4	12 January	Revision /Options contracts	Currency Derivates Eiteman et al , Chapter 8, pp.239-253
5	13 January	Inclass test (Assessment 1)	
6	16 January	Options contracts (cont)	Currency Derivates Eiteman et al , Chapter 8, pp.239-253
7	17 January	Transaction exposure	Transaction exposure Eiteman et al, Chapter 10, pp. 297-331
8	18 January	Transaction exposure (cont)	
9	19 January	Revision/case studies	
10	20 January	Exam (Assessment 2)	

Student Learning Objectives/ Outcomes:

1. An understanding of the basic concepts and terms in International Finance
2. Familiarity with the International Monetary System
3. A good knowledge of the functions foreign exchange markets, such as spot and forward exchange rates, hedging and speculation
4. A good knowledge of the techniques available for managing foreign exchange risk and exposure and being able to apply them to the firms operating in international environment

Teaching Approach:

While the course discusses theoretical basis on the various issues, it relies on both empirical evidence and discussion of the multinational firms' activities. The teaching style is mostly lectures, video context, class discussions, practical examples of calculations, quantitative problem sets and case studies.

Required Textbooks and Materials:

Eiteman, D. K, Stonehill, A.I. and Moffett, M.H. (2016) *Multinational Business Finance*. 13th (14th) Global Edition/ Addison Wesley, Boston, Mass.

In addition, The Financial Times and Wall Street Journal will be provided in the class and used for discussing case studies.

Suggested/ Additional Course Materials:

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

Assessment, Assignments & Academic Calendar:

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

*“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".

Assessment:

Assessment	Points
In class test	40.0
The Final exam	50.0
Attendance	10.0
Total points	100.00

Grading Policy

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

Course & Instructor Policies

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

Extra credit: not possible

Class attendance: mandatory attendance of 80%

Document upload and naming conventions*:

Course Evaluation

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

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

Module 9: Introduction to B2B Marketing and Selling

Course title:	Introduction to B2B Marketing and Selling
Semester:	Winter term 2022
Credits:	5 ECTS
Class dates:	January 23 rd – February 03 rd
Class times:	9:15h – 13:00h daily
Classroom:	tbd

Professor Contact Information

Name:	Denny Seiger
Email:	denny.seiger@fh-joanneum.at
Office location:	Institute of International Management Campus A, 4 th floor

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.

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

Knowledge about marketing (at least the 4P concept)

Course Description

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

Overview of Topics and Schedule of Topics and Activities*

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	Organizational buying behaviour, the buying process, the buy-grid and impacts on strategy, influencing forces on the buying behaviour, the buying center. Relationship marketing: types of relations (transactional - value added - collaborative), customer profitability. Inter firm relationships and networks, relationship portfolio management, the IMP model, approaches to business marketing strategy, resource-based view, rational planning approach, and strategy as management of networks.	Relevant chapter in the course literature, literature distributed on Moodle (online learning platform)
4	Highlighting some elements of the marketing mix (product, price,..)	Relevant chapter in the course literature, literature distributed on Moodle (online learning platform)

5		Highlighting some elements of the marketing mix (place, promotion)	Relevant chapter in the course literature, literature distributed on Moodle (online learning platform)
7-10		4 Seminars with practical exercises, case studies etc.	Seminars will be held by industry practitioners. Participation is mandatory.
		Final Exam	

Student Learning Objectives/Outcomes

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

Teaching Approach

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).

Required Textbooks and Materials

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

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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 best of the four computer-based exams at the beginning of lecture 2,3,4 and 5 (Bring your own device: Laptop, Tablet or Mobile Phone, with Moodle App installed).

Grading policy

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Course and Instructor Policies

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Class attendance: mandatory attendance of 80%

Document upload and naming conventions*: defined by lecturer

Course Evaluation

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