



Faculty of Business, Economics and Social Sciences

BUSINESS ADMINISTRATION – BACHELOR LEVEL

Department of International Management

247005 International Business

Course, 2.00 hours, 3.00 ECTS credits

Monday, October 7,	13:45 – 17:00,	room: MT 128
Monday, October 14,	13:45 – 17:00,	room: MT 128
Monday, October 21,	13:45 – 17:00,	room: ESH 1
Monday, October 28,	13:45 – 17:00,	room: HS 8
Monday, November 4,	13:45 – 17:00,	room: MT 128
Monday, November 11,	13:45 – 15:15,	room: HS 8

Lecturers

Mag.^a Anna Strutzenberger (Johannes Kepler University), Mag. Sebastian Wessely (Johannes Kepler University)

Contact

For handing in assignments, questions or problems please contact: anna.strutzenberger@jku.at or sebastian.wessely@jku.at

Entry requirements

The course is open to international students. In case of changes to the schedule or other important correspondence concerning the course, emails will be sent out via the KUSSS-system. Therefore, please ensure that your email address in the KUSSS-System is one that you are checking on a regular basis.

Course objectives

- To understand the foundations of international business.
- To understand decision making in an international context.
- To deal with complex problems by applying theory to case studies.
- To build on practical insights from high-level guest speakers.

Course contents

- Introduction to International Business and Globalization
- International Trade, Trade Theories and FDI (foreign direct investment)
- The International Environment: economic, political/legal, financial, institutional and cultural factors
- Industry Analysis
- The Multinational Corporation: structure, strategy and operations
- Corporate Social Responsibility

Course structure

The course is comprised of five content sessions (four academic hours each), followed by a final exam. The course language is English. Throughout the course, a combination of lectures and applied discussions of case studies and /or current events in international business are used. As much of the learning occurs through class discussions, students are expected to attend all the classes for their whole duration. Active in-class participation in the discussions and group exercises are essential for students to get the full value from the class.

Grading

The assessment of this course is based on the individual and the group level.

Level	Assessment	Percentage
Group	Case Study Analysis	40 %
Individual	Participation	10 %
Individual	Final Exam	50 %

Readings

We offer a package containing all preparatory readings for this course as well as the case studies. Students are expected to read the texts for each session in advance. The reading package can be purchased at the department secretary's office (Hochschulfondsgebäude, 2nd floor, room 224). Most of the readings are based on the textbook by Shenkar & Luo (Shenkar, O./Luo, Y.: International Business, 2nd ed., Sage: Thousand Oaks), however, additional articles are included as well.

Formalities

It is the responsibility of every student to come to class having thoroughly prepared the assigned readings. Please note that there are preparatory readings already for the first course session. In addition, all assignments have to be handed-in on time. Hence, substantial out-of-class work is required of all students to successfully complete this course, expect an average of 4 hours of outside work per week. The group assignments furthermore require the group to meet outside of class. Make sure your schedule allows enough time for this. Case studies have to be prepared in groups prior to the class and a max. 4-page analysis of each case has to be handed in at the beginning of the class. Late submission will result in zero points awarded for the assignment for all group members.

247003 International Market Entry

Intensive Course, 2.00 hours, 3.00 ECTS credits

Monday, November 25,	13:45 - 17:00	room: K 001A
Monday, December 2,	13:45 - 17:00	room: K 001A
Monday, December 9,	13:45 - 17:00	room: ESH 1
Monday, January 13,	13:45 - 17:00	room: HS 12
Monday, January 20,	13:45 - 17:00	room: K 001A
Monday, January 27,	13:45 - 15:15	room: K 001A

Lecturer

Mag.^a Anna Strutzenberger (Johannes Kepler University)

Contact

For handing in assignments, questions or problems please contact: anna.strutzenberger@jku.at

Entry requirements

Successful completion of the course “International Business” (or equivalent course taken at home university).

Course objectives

- To gain insights into the internationalization process of companies
- To understand and evaluate processes of international strategy formulation and implementation
- To evaluate internationalization models and different modes of international expansion
- To master tools and practices for structuring and controlling the internationalization process
- To apply strategic planning techniques and tools for strategic analysis, development and implementation and to analytically prepare management decisions facing firms with the help of case settings

Course Structure

International Market Entry is a course that aims to combine theoretical and practical insights into how companies manage international expansion and maintain international operations with the help of strategic management. Building on the knowledge gained in the course “International Business”, we now closely look at the multinational company (MNC) and how it acts and reacts in the global arena. New concepts and theoretical frameworks are learned through an integrated blend of lectures, case studies, role-plays, group-work and in-class discussions.

The first session of the course will give an introduction to global strategy in the MNC and an overview of why and how firms internationalize. Furthermore, the course organization and administration will take place to give an idea of what students can expect in the course and what is expected of them. As a final step, groups for the case study work will be formed and the groups will be given their first case study to work on.

The following classes will focus on different topics of relevance to international market entry and MNC internationalization. Students will e.g. be provided with insights on how to develop and implement an international strategy, what to look for when planning a market entry (external and internal environment), selecting different entry modes or how to deal with corporate governance and integrating strategy formulation at different levels of the organization (corporate vs. business-level).

Grading

The assessment of this course is based on the individual and the group level:

Level	Assessment	Points
Group	Case Studies (2 cases á 20 points)	40
	Corporate Governance Essay	15
Individual	Exam	45
	Maximum points:	100

For a passing grade you need 50% of the points in each category and in total at least 60%.

The final grade is calculated as follows:

90-100 (1); 80-89.5 (2); 70-79.5 (3); 60-69.5 (4); 0-59,5 (5)

Required reading

The reading package (includes the readings and case studies) can be purchased at the department secretary's office (Hochschulfondsgebäude, 2nd floor, room 224). Please note that you have to purchase the package before the start of the course.

247004 International Market Entry

Intensive Course, 2.00 hours, 3.00 ECTS credits, intensive sessions

Thursday, November 28,	13:45 - 16:15	room: Kep 3
Thursday, December 5,	12:00 – 18:45	room: ESH 2
Friday, December 6,	09:15 - 16:15	room: Kep 1
Monday, December 16,	08:30 – 11:45	room: BA 9908

Lecturer

Mag.^a Ivana Pereira Goulart (Johannes Kepler University)

Contact

For handing in assignments, questions or problems please contact: ivana.pereira-goulart@jku.at

Entry requirements

Successful completion of the course “International Business” (or equivalent course taken at home university).

Course objectives

- To understand and evaluate processes of strategy formulation and implementation in a global setting
- To apply strategic planning techniques and tools for strategic analysis
- To analytically prepare management decisions facing all firms
- To master tools and practices for structuring and controlling operations on a global basis

Course Structure

International Market Entry is an integrating module that aims to combine theoretical and practical insights into how companies manage international expansion and maintain international operations. Concepts and theory are learned through an integrated blend of lectures and a market entry simulation. The International Market Entry Simulation will give you an opportunity to launch and manage a company in a dynamic, growing, international market and expand your presence regionally throughout Latin America.

The first session of the course will give an overview of why and how firms internationalize and students will be provided with insights on what to look for when planning an international market entry. Furthermore, students are provided with a short introduction to the simulation that will be used in order to show practical implications of international market entries. As a final step, groups for the simulation will be formed and the groups will be given an assignment to complete before the start of the simulation as well as the task to familiarize themselves with the simulation.

The following two course sessions (two whole days) will focus on the simulation and each group will work to internationalize their products. During the simulation, groups will have to report to the Head of International Operations about their progress and negotiate their own compensation based on their performance. Each simulation day will conclude with a short performance review, where groups can compare their own results to those of the other groups. On the second day, students will be asked to prepare a short presentation showing their major decisions and what they have learned. The course ends with a debriefing. Final simulation performances will be evaluated and success as well as failure factors will be analyzed. Key learnings will be derived and lead to a more comprehensive understanding of international market entry.

Grading

The assessment of this course is based on the individual and the group level:

Level	Assessment	Points
Group	County Attractiveness Analysis	10
Group	In-class reviews	10
Group	Simulation Outcome	20
Group	Final Presentation	10
Individual	Exam	50
	Maximum points:	100

For a passing grade you need 50% of the points in each category and in total at least 60%.

The final grade is calculated as follows:

90-100 (1); 80-89.5 (2); 70-79.5 (3); 60-69.5 (4); 0-59,5 (5)

Required reading

The reading package (includes the simulation manual and the license fee for the simulation) can be purchased at the department secretary’s office (Hochschulfondsgebäude, 2nd floor, room 224). Please note that you have to purchase the package before the start of the course.

247009 or 247010 Cross Cultural Management

Seminar, 2.00 hours, 3.00 ECTS credits

247009	Mag. ^a Alma Sehic		
Thursday, October 3,	08:30 – 11:45	room: K 012D	
Thursday, October 10,	08:30 – 11:45	room: ESH 2	
Thursday, October 24,	08:30 – 11:45	room: ESH 2	
Thursday, November 7,	08:30 – 11:45	room: Kep 3	
Thursday, November 21,	08:30 – 11:45	room: KHG I	
Thursday, December 5,	08:30 – 11:45	room: Kep 3	

or

247010	Prof. Erna Szabo		
Thursday, October 3,	13:45 – 17:00	room: HS 3	
Thursday, October 10,	13:45 – 17:00	room: BA 9911	
Thursday, October 24,	13:45 – 17:00	room: HS 13	
Thursday, November 7,	13:45 – 17:00	room: Kep 1	
Thursday, November 21,	13:45 – 17:00	room: Kep 1	
Thursday, December 5,	13:45 – 17:00	room: ESH 1	

Lecturers

Mag.^a Alma Sehic (Johannes Kepler University)

Prof. Erna Szabo, (Johannes Kepler University)

Contact

For handing in assignments and for questions or problems please contact: sonja.holm@jku.at or alma.sehic@jku.at or erna.szabo@jku.at

Entry requirements

This course is open to international students without further requirements.

Course Objectives

The goal of this course is to sensitize students to the issues and challenges involved in cross-cultural business encounters, in other words interactions between managers and subordinates, or between colleagues or business partners of different cultural backgrounds.

Course Structure

The course sessions cover the following cross-cultural management topics: Introduction to culture, cross-cultural communication, cultural intelligence, international assignments, diversity, motivation across cultures, multicultural teams, cross-cultural conflict, as well as cross-cultural and global leadership.

It is absolutely necessary to prepare well, i.e. read the required texts, in order to be able to contribute effectively. Additionally, issues of cross-cultural management are best learned in practice. Therefore, the course design is very interactive and builds on the cross-cultural composition of the student body.

Be prepared to share your personal experience in class. The class meetings in March, April, and May 2013 include:

The first session which combines introductory information and the first input session (180 Minutes and a 15 minute break), and five regular input class sessions (180 minutes and a 15 minute break).

The teaching language is English. Attendance is mandatory. Missing more than one session will result in a failing grade.

Requirements and Grading

The assessment of this course will be made based on the following requirements:

<i>Individual assignments and participation</i>	
Four short tests	50 points (12,5 points each)
Attendance and participation	15 points
<i>Group assignments</i>	
Literature summary	10 points
Literature analysis and critique	25 points

Individual assignments and participation

o Short test – Students will write four short tests during the semester. The test will be either at the beginning or at the end of class. The topics covered are from the current and/or previous session.

o Participation - Participation and attendance in person are mandatory for all students in order to ensure valuable and insightful discussions. One course session absence is acceptable if the lecturer is notified beforehand. Students are expected to participate in class discussions and stay in class for the duration of the whole class period. Please note that any absence from class will reduce both the attendance and the participation grade.

Group work

o Literature summary paper (preparatory task) – Students work in groups of five. In this initial step of the group project the assigned literature is summarized carefully (scope approximately 800 words). Main points of the assigned texts are worked out, priorities as to concepts of importance are made as preparation for the second group assignment (below).

o Seminar paper (second group assignment) – The aim of the second group assignment is to critically reflect upon the summarized article based on the knowledge provided in the reading package and the lectures. We require students to explain their evaluation of the article by employing a coherent line of argumentation and avoiding descriptive statements. We invite creative and well-founded thoughts/ideas/arguments. Students will prepare a paper (approximately 2500 words) in groups of five and submit it via e-mail AND in hard copy. The paper covers the assigned literature and should read as a coherent text.

Grading

For a passing grade student must obtain at least 50 per cent in each category (literature summary at least 5 points; literature analysis and critique paper at least 12,5 points; short test at least 25 points; attendance/participation at least 7,5 points) AND at least 60 per cent of the total points. The final grade will be calculated according to the following formula:

0-59.5 (5) 60-69.5 (4) 70-79.5 (3) 80-89.5 (2) 90-100 (1)

Readings

The reading package can be purchased at the department secretary's office (Hochschulfondsgebäude, 2nd floor, room 224).

Formalities

- Deadlines must be respected.
- A word count must be written on every reflective essay, as well as on the seminar paper.
- The scope of your work should be within a range of plus/minus 10%; the literature summary paper between 720 and 880 words, and the Literature analysis and critique paper between 2350 and 2650 words. Please be aware that disregarding the above requirement will reduce your grade on an assignment by 10%.

247006, 247007 Current Issues in International Management

Organization and Management of Multinational Enterprises

Seminar, 2.00 hours, 3.00 ECTS credits, weekly course

247006, Prof. Dr. Werner Auer-Rizzi Tuesday, 08:30 - 10:00 room: BA 9909 from October 8 th 2013 to January 14 th , 2014

or

247007, Mag. ^a Ivana Pereira Goulart Thursday, 13:45 – 15:15 room: K 034D from October 3 rd , 2013 to January 16 th , 2014 <i>Except:</i> Thursday, November 28 from 12:00 – 13:30 room: K 034D
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Lecturer

Prof. Dr. Werner Auer-Rizzi (Johannes Kepler University, Linz)
Mag.^a Ivana Pereira Goulart (Johannes Kepler University, Linz)

Entry requirements

All students will be expected to have a good command of both written and spoken English.

Contact

247.006 For handing in assignments, questions or problems please contact: werner.auer-rizzi@jku.at

247.007 For handing in assignments, questions or problems please contact: Ivana.Pereira_Goulart@jku.at

Course objectives

Participants know theories and design options related to the organization and management of multinational corporations (MNCs). They are able to judge the advantages and disadvantages of organizational structures, systems, and procedures that have historically evolved in response to the managerial challenges facing large MNCs. They are able to critically reflect on the theories discussed and apply them to the analysis of case studies.

Course content

Organizational structure, matrix organization, coordinating mechanisms, configurations, trust and control, post merger integration; strategic alliances; knowledge creation and transfer, headquarter – subsidiary relationships, micro-social aspects.

Pedagogical approach

- Mix: theory input lectures, small group discussions, plenary discussions, case studies, text reflections, compendium creation, workshop

- Learning Groups: At the beginning of the semester we will establish learning groups consisting of three students. These teams will act as small discussion groups during class time, as discussion leaders during the workshop, prepare case studies for class discussion, and contribute to the creation of a compendium
- Exams: There will be two exams in this course – a mid term-, and a final exam. The mid-term exam will be after the theory input sessions and will refer to the texts in the reading package. The final exam will be at the “diploma exam level” and will refer to the discussion of “broader topics”. For the mid-term exam you can earn a maximum of 30 points as well as for the final exam.
- Case Studies: During the course you will prepare case studies outside class hours. For two of the case studies you will hand in a written analysis, which will be graded (maximum 10 points per case; total: 20 points).
- Compendium Paper: After the input sessions and the case studies you will work on a compendium “Management Challenges in Global Companies”. Each learning group will contribute one chapter to this compendium. The orientation of the compendium is “applied to practical management problems and deeply grounded in theory”. In addition to the reading package the theory will refer to literature which needs to be searched and investigated on your own.
- Workshop: Presentation and discussion of the compendium.

Requirements and Grading

Grading will be based on four categories:

Mid-term exam	30 points
Final exam	30 points
Case studies	20 points
Compendium	20 points

For a passing grade you need more than 50 per cent in each one of the categories (>15 points mid-term, >15 points final exam, >10 points cases, >10 points compendium).

For a final passing grade you need to earn at least 60 per cent of the total points. The final grade will be calculated according to the following formula:

0-59 (5) 60-69 (4) 70-79 (3) 80-89 (2) 90-100 (1)

Required reading

The readings consist of two parts: (1) an article compendium, (2) the book [Galbraith, J.R. (2005): Designing the Customer-Centric Organization. A Guide to Strategy, Structure, and Process. San Francisco: Jossey Bass].

247033 Special Topics in International Management – International Negotiations

Intensive Course, 2.00 hours, 3.00 ECTS credits, intensive sessions

Monday, October 7,	08:30 – 11:45	room: MT 128
Wednesday, October 16,	08:30 – 10:00	room: MT 226/1
Monday, October 21,	08:30 – 11:45	room: MT 128
Wednesday, October 23,	08:30 – 11:45	room: Kep 1
Friday, October 25,	08:30 – 11:45	room: K 153 C
Wednesday, October 30	08:00 – 22:00	room: n/a FINS-Exercise
Monday, November 4,	08:30 – 11:45	room: MT 128

Lecturer

Dr. Ambathur R. Elangovan PhD (University of Victoria, Canada)

Contact

For handing in documents (e.g. entry requirements for international students, group reports), for questions or problems please contact Prof. Erna Szabo, the course coordinator, at erna.szabo@jku.at.

Entry requirements

Successful completion of at least one course in the area of “International Business” or “International Management”. Please provide the relevant documents - course outline(s) and grade(s) of course(s) taken at JKU or home university - to the course coordinator, Prof. Erna Szabo at the Department of International Management (Hochschulfondsgebäude, 2nd floor, room HF210) by Thursday, October 3rd at the latest. Alternatively, you can send the documents to erna.szabo@jku.at electronically (same deadline). Students who fail to provide the required documents on time cannot participate in the course!

Course objectives

In the today’s global economy, it is becoming increasingly important and necessary for managers and business leaders to engage in and negotiate contracts and projects in foreign countries. Most often this involves negotiating with several companies and organizations in the host countries, dealing with government agencies, regulations and offices in these countries, and, sometimes, signing special agreements with other competing multinationals that operate or want to operate in these countries. In addition, international negotiators have to strategically handle the media that can make or break a deal. Whether it is a simple licensing agreement or a joint-venture or a foreign-direct investment project, International business negotiations are often challenging and complex undertakings that require excellent negotiating and diplomatic skills.

This course is designed to help students become aware of some of these challenges and to learn to deal with them. The objectives of this course are to explore and “experience” the dynamics, challenges and intricacies of international negotiations. The course first introduces some core concepts in basic negotiations and then shifts the focus to the global arena. It also complements the knowledge and skills that students have acquired in other business courses (e.g., finance, marketing).

Course Structure

This course is very experiential in nature and is structured around a very interesting and challenging simulation called the Foreign Investment Negotiation Simulation (FINS). Two three-hour sessions at the beginning of the course offer a basic introduction to the key concepts in negotiations along with mini-simulations. This is followed by an introduction session to international negotiations and the FINS exercise. Subsequently, the core of the course focuses directly on the FINS exercise. In this exercise three multinational companies, different governments, and several host-country companies are engaged in intense, complex and highly competitive negotiations in the micro-analyzer industry. Student groups will represent the different parties and the negotiations will last for a whole day. Prior to the beginning of the simulation, I will work with each student group to help develop a strategy for the simulation. In addition, during the simulation, I will play the role of the moderator as well as the role of the *European Business Journal*. The Journal will be published several times during the simulation and student groups may submit press releases to the Journal at any time. The course will conclude with a three-hour de-briefing session where we will analyze the outcomes, experiences and issues.

Course Assessment

- (1) Mid-term exam: “Getting to Yes” materials.
- (2) Attendance is mandatory during all class sessions.
- (3) Participation: Students are expected to participate fully and intensively in the class discussions, simulations, and the FINS exercise and debriefing. Participation will be evaluated on the following criteria:
 - a) Quality of preparation for the exercises, including familiarity with the reading material and FINS material.
 - b) Quality of performance on the class simulations and FINS exercise.
 - c) Quality of participation in the de-briefing sessions.
 - d) Quality of contributions during discussion of concepts and readings.
- (4) Group Report and Presentation: Student groups are expected to present their strategy planning, developments, implementation, and outcomes and key lessons learned in the FINS exercise.

247046 Special Topics in International Management – Cross Cultural Management and Teamwork

Intensive Course, 2.00 hours, 3.00 ECTS credits

Tuesday, October 1,	08:30 – 11:45	room: K 269D
Wednesday, October 2,	08:30 – 11:45	room: K 012D
Monday, October 7,	12:00 – 18:45	room: HS 11
Friday, October 11,	08:30 – 16:15	room: HS 14

Lecturer

Tine Köhler, PhD (University of Melbourne, Australia)

Entry requirements:

Successful completion of at least one course in the area of “Cross Cultural Management”. Please provide the relevant documents - course outline(s) and grade(s) of course(s) taken at JKU or home university - to the course coordinator, Prof. Iris Fischlmayr or to her assistants Ms. Nadja Hochholzer or Ms Julia Fraundorfer at the Department of International Management (Hochschulfondsgebäude, 2nd floor, room HF209) by September 30th at the latest. Alternatively, you can send the documents to iris.fischlmayr@jku.at electronically (September 30th). Students who fail to provide the required documents on time cannot participate in the course!

Course objectives

Both organisations and society are becoming increasingly global. Where in the past the international arena used to be the domain of large multinational companies only, nowadays even many smaller companies will transcend geographic, economic, political and cultural boundaries. At a societal level, globalisation is not just another buzzword. Developments in the media, technology and politics have made the world “smaller” and increasingly interdependent and integrated.

As a result of this globalisation process at both societal and organisational level it becomes more and more important to be aware of national cultural differences and to be able to manage culturally diverse organisations. Although the world is becoming more global, organisational behaviour is still very much influenced by people’s national cultural background. To be successful in the global economy, a manager must understand the effect of culture differences on organisational behaviour and be able to apply this knowledge appropriately in a multi-cultural teamwork context. In this course, students will investigate cross-cultural differences and their effect on their own and others’ behaviours, cognitions, and attitudes.

Course Structure

The course is run as an intensive module across three days, and will consist of highly interactive seminars covering key concepts and theories, practical exercises, and reflection. The students will be required to engage in a few short pre-assignments. For part of their mark in class the students will be asked to write a detailed reflection and analysis on a large exercise that we will engage in during the class. The students will also be required to engage in a culture visit. In small groups, the students will “visit” a culture different to their own cultural background and will then prepare a presentation and report on their experience. The students will also work with short case exercises in class. Student attendance is compulsory throughout and students will be marked on participation in the class.

Assessment and Grading

Grading will be based on the following categories:

- Reflection and analysis on meeting exercise (30%)
- Reflection and analysis of culture visit (in groups of 2-4 students) (20%)
- Presentation on culture visit (20%)
- Participation (30%)

For a passing grade you need more than 50 per cent of each one of the sub-categories (e.g., you will need a minimum of 20 points from the presentation to pass the course). For a final passing grade you need to earn at least 60 per cent of the total points. The final grade will be calculated according to the following formula: 0-59 points (5); 60-69 points (4); 70-79 points (3); 80-89 points (2); 90-100 points (1).

Pre-seminar assignments

Pre-seminar assignments consist of taking a couple of cross-cultural surveys. The specific surveys to take will be announced before the class and students will be provided with the link to the surveys via email or the course online platform.

Readings

Readings will be assigned for each session and it is expected that students will prepare these readings before class to encourage active discussions about the readings during the class. The specific readings will be announced before class via email or the course online platform.

Department of Organization

266200 Organization, Design and Innovation

Intensive Course, 2.00 hours, 4.00 ECTS credits, recommended semester: 3rd and higher

Tuesday, October 1,	13:45 – 17:00	room: S3 057
Tuesday, October 15,	13:45 – 17:00	room: S3 057
Tuesday, October 29,	13:45 – 17:00	room: S3 057
Tuesday, November 12,	13:45 – 17:00	room: S3 057
Tuesday, November 26,	13:45 – 17:00	room: S3 057
Tuesday, December 10,	13:45 – 17:00	room: S3 057
Tuesday, January 14, 2014	13:45 – 17:00	room: ESH 1
Tuesday, January 28, 2014	13:45 – 17:00	room: MT 226/1

Lecturer

Daniel Semper MA, MA (Johannes Kepler University, Linz)

Contact

For handing in assignments, questions or problems please contact: daniel.semper@jku.at

Entry requirements

JKU regular students must have completed at least 25 ECTS credits in the field of Business and Economics, including the course “Managing People and Organizations”, 4 ECTS credits

Course content

The question of how to develop scientific criteria in order to help practitioners designing more effective, efficient and equitable organization structures, in other words the issue of Organization Design, has been at the centre of Organization Theory from its inception. In the last thirty years, however, the problem of organization design has lost its centrality in the academic field of organization and management. Consultants, managers and trade union representatives have been left more or less alone in pursuing the redesign of organizations. Managers, and practitioners more generally, have to struggle with waves of design fashions that promise the moon but have meagre and sometimes detrimental effects (e.g. business process reengineering, team based organization ...). In this course we directly address the issue of organization design and its relationship to strategy and innovation in three ways:

1. We reassess the classical contributions of organization theory, and especially contingency theory and the organizational culture perspective, in giving guidance to the design process;
2. We propose an original integration with recent theories on institutional and cultural fields and logics, process of categorization of markets and organizational identities, and the strategic change literature;
3. We practically experience design issues by the discussion of case studies, the use of role-playing and simulations, and by inviting practitioners as testimonials.

Course objectives

At the end of the course you will have a better understanding of the structuring of organizations in the contemporary globalized economy and polity. You will know how to practically use contemporary organizational theories for the resolution of design problems and how to contribute with original insights to an actual design process when confronted with practicing managers and consultants.

Teaching Methods

Lectures, discussions, autonomous reading of academic literature, simulations, cases discussions, role-playing, testimonials from practice.

Grading

Grading will be based on several components: written individual case analysis, group written reflection on a major simulation, individual exam on the literature.

Required readings

The list will be communicated on the first day of the course and in KUSSS.

266020 Seminar in Organization and Management - Constructing Alternatives.

How can we preserve and foster organizational and institutional biodiversity?

Seminar, 2.00 hours, 3.00 ECTS credits

Wednesday, October 2,	08:30 – 11:45	room: HS 14	introduction & rules of the game
Wednesday, October 16,	08:30 – 11:45	room: HS 14	
Wednesday, October 30,	08:30 – 11:45	room: HS 14	
Wednesday, November 13,	08:30 – 11:45	room: HS 14	
Wednesday, November 27,	08:30 – 11:45	room: HS 14	
Wednesday, December 11,	08:30 – 11:45	room: HS 14	

Wednesday, January 15, 2014	08:30 – 11:45	room: KHG II	
Wednesday, January 29, 2014	08:30 – 11:45	room: KHG II	individual Exam

Lecturer

Prof. Dr. Giuseppe Delmestri (Johannes Kepler University, Linz)

Entry requirements

JKU regular students must have completed the courses "Individual and Group Behavior in Organizations", 4 ECTS credits and "Organization, Design and Innovation", 4 ECTS credits in addition to 21 ECTS credits from the basic core subjects in Business and Economics.

Contact

For handing in assignments, questions or problems please contact: giuseppe.delmestri@jku.at

Course concept

The 'organization', rationalized as an empowered actor in contemporary world society, has experienced in the last decades a global success across all field of socio-economic activity, extending its reach far beyond the industrial corporation to banking, insurance, public services, education, charities and so on. Ascribed with values of rationality, efficiency and modernity, the 'organization', especially in its corporate form, becomes reified as an entity in itself and takes life as a process of abstraction of economic activities from both the substantive area of production in which it finds application (consumer goods, agricultural produce, food, insurance contracts, movies, to name a few), and the needs of the human beings that devote their time and energy to it. It is no more the growing of plants for consumption or exchange, the provision of health treatments by a medical professional, or the realization of an innovative industrial product for a previously disregarded market niche – all activities pursued for the sake of both realizing an entrepreneurial/professional life project and providing economic security to the own family – that counts. What counts, under the logic of the organization as an empowered actor, is the accomplishment of abstract quantifiable goals, such as profit and growth, the number of treated patients in a hospital or the number of published papers in a university. What counts is that these quantifiable goals be consistent with abstractly defined missions and strategies for which a rationally trained and compensated hierarchy of managers should be accountable to a controlling board of shareholders or stakeholders.

While 'organization' as a form of production has allowed for organizing complex and interdependent activities of unprecedented size and scope, its expansiveness brings with it the marginalization both of traditional forms and of potential new alternative forms. Monocultures impoverish the social and economic habitat for human actors. If only one criteria of value prevails, i.e. efficiency and quantitative goals, then forms for organizing production according to other values, such as quality, taste, beauty, life accomplishment or solidarity, risk suffering strain and failure. Our socio-cultural biotope risks impoverishing and becoming meaningless, tasteless, ugly, and unjust.

Objectives

Inspired by a renewed ecological metaphor emphasizing variety, coexistence and institutional complementarity we will discuss recent work that address the issue of organizational 'biodiversity' and of its sustaining institutional arrangements. We will particularly put focus on studies that identify examples of alternative forms of organizing socio-economic activities actually prevalently organized in corporatized manner, forms such as cooperatives, partnerships, family firms, artisanal enterprises, associations and others not yet categorized; but also in new ways of organizing corporations by infusing unusual elements and combining communitarian and/or democratic coordination mechanisms. We will also discuss the persisting viability of such traditional forms of production, as well as try to identify new, maybe even utopian, forms, and their institutional conditions for survival. We will also put attention at the field and national levels, addressing the symbiotic versus competitive interaction of population of forms with different governance regimes.

The following themes exemplify, without exhausting, the range of topics we would like to treat in the seminar:

1. What is the performance of traditional or new/utopian forms in comparison to corporatized forms?
2. Are non-corporate forms better suited to balance different values other than only efficiency or quantitative measures?
3. Under what institutional conditions can organizing allow for the preservation of quality, taste, beauty, personal accomplishment and solidarity?
4. How should the comparative efficiency of forms be measured in order to take into account also the negative consequences on the accomplishment of other values?
5. How can we preserve forms of organizing, that under the present dominant institutional conditions, are characterized by a kind of 'disability', but that under more just and sustainable conditions would flourish?
6. How is the process of production organized in these alternative forms? How are decisions made and what are the criteria based on which decisions are made in these alternative forms? How and based on which criteria are the revenues distributed among the members of these alternative forms of production?

Approach

We will discuss recent literature on the topics of the seminar, as well as conduct some original internet, filed and literature research in order identify new or utopian forms of organization. Students will be involved in such research as part of their assignment.

Teaching Methods

Lectures, discussions, autonomous reading of academic literature, simulations, cases discussions, role-play, group work, students' presentations, testimonials.

Grading

Will be based on an assignment, its presentation and a final exam (details will be defined at course beginning)

Required readings

Will be communicated at the beginning of the course.

266015 Organizational Change Methods - Quantitative Methods for the Analysis of Organizations

Seminar, 2.00 hours, 3.00 ECTS credits, Recommended semester: 4th and higher, weekly course

Monday, 13:45 – 15:15 room: S2 053 from October 7 th , 2013 to January 27 th , 2014
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Lecturer

Dr. Alois Farthofer (Johannes Kepler University, Linz)

Entry requirements

JKU regular students must have completed the courses "Individual and Group Behavior in Organizations", 4 ECTS credits and "Organization, Design and Innovation", 4 ECTS credits in addition to 21 ECTS credits from the basic core subjects in Business and Economics.

Contact

For handing in assignments, questions or problems please contact: alois.farthofer@jku.at or a.farthofer@aon.at

Course topic

- Basic principles of theories, questions and hypothesis in general for research and especially for organizational analysis.
- Methodological design of a study.
- Methods and instruments for the data-collection, e.g. a survey by using a questionnaire.
- Descriptive and inferential statistical methods for data analysis and testing hypothesis, like the measures of location and spread (e.g. the mean and standard-deviation), Correlation- and Regression Analysis, comparison of mean (t-Test and Analysis of Variance), Factor-Analysis, and others.
- Using SPSS for statistical analysis.
- Preparing reports for presenting the results.
- Getting in contact with organizations, working on an international or global level.

Course content

In this course the participants will learn, how to use quantitative methods for the analysis of organizations, especially in the sense of Global Management Studies. The use of quantitative methods for the analysis of organizations is based on the scientific standards for the research in and about organization. Further on, it is an important part for an Evidence based Management. Such a process of research or analysis contains several major steps, which will be treated within the course. One major part of empirical research in organizations are theoretical models about certain characteristics of an organization. A further step in empirical research is the design of the methodological part of a study. Within the next step, the data have to be transformed into a program for statistical analysis and analyzed by using the most relevant statistical methods. In a further step, the results of data analysis have to be interpreted, and conclusions can be drawn. This process will be demonstrated during the course. Finally, the whole research process has to be documented and a report for publication or presentation has to be prepared.

In general, this course will be directed to organizations, who are working around the globe, which in consequence requires knowledge based on Global Management Studies. In other words, the quantitative methods have to support "Evidence based Management", based on Global Management studies.

Course objectives

After the course, the students will be able to transform organizational problems or questions into a scientifically based process of organizational analysis. The required knowledge and skills for such a task will be demonstrated by the execution of a small group project.

In the best case, students will have the possibility, to apply their knowledge and skills during a project with an international organization. In any way, it is intended to work on data or case studies based on Global Management Studies.

Teaching methods

a) Power-point presentation by the lecturer

- Basic scientific principles about theories, hypothesis and variables.
- Selected methods in order to test hypothesis (study design).
- Design and application of methods for data collection (e.g. questionnaire).
- Selected descriptive and inferential-statistical methods for data analysis (with SPSS).
- Important principals of writing reports and presenting results.

- Important aspects of Survey feedback (in the sense of intervention).

b) Group work

- Small group discussion of case studies.
- Group project (including an Exposé).
- Verbal presentation of the results (power point)
- Final report (Seminararbeit)

Exam information / Assessment

- Time of presence (at least 75 %) and active participation
- Group project work and 2 written products (group work): Exposé and Final report (Seminararbeit)
- Written exam (individual work)

Required readings

Lehner, J.M. & Farthofer, A. (2012). Evidenzbasiertes Management. Wien: Linde Verlag.
Further literature will be presented at the beginning of the course.

Centre for Business Languages and Intercultural Communication

547E52 Seminar Guest Professor English: Strategic Human Resource Management

Seminar, 2.00 hours, 3.00 ECTS credits, intensive sessions in November 2013

Tuesday, November 5,	10:15 – 13:30	room: MZ 113B
Thursday, November 7,	10:15 – 13:30	room: MZ 113B
Monday, November 11,	10:15 – 13:30	room: MZ 113B
Tuesday, November 12	10:15 – 13:30	room: MZ 113B
Thursday, November 14	10:15 – 13:30	room: MZ 113B
Monday, November 18,	10:15 – 13:30	room: MZ 113B
Thursday, November 21,	10:15 – 13:30	room: MZ 113B

Lecturers

Prof. John Barton Cunningham, PhD (University of Victoria, Canada)

Entry requirements

All students will be expected to have a good command of both written and spoken English and they need to have a basic understanding of organization and management theory.

Course orientation

There is a stark new reality facing people entering the workforce. New facts suggest that it is very likely that you will face some turbulence in your careers, including broad changes in your industry, organizational downsizing, or even your desire to go in a different direction. The new reality: Career survival and progress is up to you, not the organization.

In the old human resource reality in Western organizations, lifetime employment was the ethos for people who worked for high profile businesses and governments. Underlying this was an unwritten psychological contract where employers expected long term commitment, trust, and loyalty from their employees. In exchange, employees expected to have a career with promotions, recognition, and benefits. Some organizations illustrated family-like values with commitment, connections, and parent-like benefits (like pensions and the expectation of lifetime employment) and financial security.

The new reality existing today is illustrated by two recent crises. First, there is the pension crisis and the fact that the cushy retirement plans that we created years ago might not be sustainable. A recent European Union report called for Europeans to work longer to keep receiving pension from increasingly cash strapped governments. The recommendation is that the 27-member bloc would have to increase the current retirement age of 60 to 70 by 2060 if workers are to continue supporting retirees at the current rate.

Then, there is the increasing cost of health benefits to employers because people are living longer and there are expensive improvements in diagnostic tests, drugs, and treatments.

Economically, health benefits are a significant cost item and a major percentage of the annual wage bill. When managers have to pay an extra 30% to 40% of the wage bill for benefits, many have considered other options including contracting out or shifting operations to other countries.

Course aims

The purpose of this course is to review how we (individuals, students, employees) can respond to the new global reality facing us in better planning and managing other careers. It illustrates human resource management ideas from organizations in other countries in developing our global understanding. Its particular application is on assisting you to develop a career plan based on your analysis of the global and local environment. Through a combination of book chapters, cases and articles, we will illustrate various strategic human resources ideas, which you are encouraged to apply for your personal career.

Course objectives

1. To provide an overview of the forces shaping global organizations and how they might affect you and your career
2. To provide you with an overview of key strategic human resources management ideas which are relevant for work, workforce, career, and life planning
3. To develop your English language reading, writing, and speaking skills

Course description

We will begin the class by reviewing the meaning of strategic human resource management and how it can be applied in an organization and how you might apply this personally. In drawing on different organizations throughout the world, an underlying purpose is to appreciate that we live in a global community and that the action in other countries affect us economically as well as socially.

In illustrating a workforce planning exercise, class members will participate in a scenario exercise, which illustrates potential realities we might face in the next five years.

The subsequent class sessions and exercises - on career planning, finding a job and getting selected, and life and retirement planning – assist you in developing your personal career plan.

Assessment / Examination

1. Team class project and group presentation
2. One individually written career plan and presentation

3. Class readings, personal assessment tests, application exercises and active class participation

Required reading

Please read all assignments listed for each class meeting **PRIOR** to the session for which they are assigned. In most cases, the articles for your reading will be available as a pdf file. Also, you can access PowerPoint notes of the lectures.

54763E Seminar Guest Professor English: Consumer Marketing in the Age of New Technologies

Seminar, 2.00 hours, 3.00 ECTS credits, intensive sessions

Tuesday, October 22	10:15 – 13:30	room: MZ 112B
Wednesday, October 23	15:30 – 18:45	room: MZ 112B
Monday, October 28	10:15 – 13:30	room: MZ 112B
Tuesday, October 29,	10:15 – 13:30	room: MZ 112B
Wednesday, October 30	15:30 – 18:45	room: MZ 112B
Wednesday, November 13	16:15 – 19:45	room: MZ 112B
Thursday, November 14,	15:30 – 18:45	room: MZ 112B
Tuesday, November 26	10:15 – 13:30	room: MT 226/1

Lecturer

Prof. Jacques Nantel, Ph.D. (HEC Montréal, Canada)

Entry requirements

All students will be expected to have a good command of both written and spoken English.

Course overview

Regis McKenna, Chairman of the McKenna Group, argues that marketers must shed their marginal role as image creators and take on the brave new role of managing the new business network infrastructure. They must learn to operate with one foot in marketing and one foot in information systems – integrating people and technology to deliver value and novelty to every customer anytime, all the time. Whether you practice marketing or manage those who do, this is a compelling argument. It's what this course is all about!

Course objectives

This course is designed to provide students with the conceptual and practical knowledge they need to understand the implications of digitization for business. Digitization encompasses the Internet and more: WiFi, Wi-Max, MP3, iMode, VoIP, IPTV, 3G, Web 2.0 and so on... These technologies are pervasive, but they are merely tools. The primary focus (and final end) is on marketing strategy.

Therefore, the overall goal is to prepare each student to be an effective innovator and change agent by utilizing new digital technologies strategically to contribute to the firm's sales growth, profitability and stock price. The technologies should equip students to make valuable contributions to new product design, product management, advertising and public relations, selling, pricing, distribution, customer service and job opportunities as vice-president of marketing and sales.

In addition, this course focuses on the psychological, sociological and economic dimensions that influence consumer behaviours and how these factors are used to develop marketing strategies, especially in the context of electronic marketing. The course will take a managerial perspective. Given the nature of the topic, a strong emphasis will be placed on ethical questions especially those surrounding the usage of data base marketing and consumer profiling.

Assessment / Examination

To be announced

Required reading

Please read all assignments listed for each class meeting **PRIOR** to the session for which they are assigned. Reading materials will be distributed in class.

547E04 Seminar Business and Culture English (C2)

Seminar, 2.00 hours, 3.00 ECTS credits

Wednesday, October 2,	16:00 – 19:15	room: MZ 113B
Wednesday, October 23,	15:45 – 19:15	room: MZ 113B
Wednesday, October 30,	16:00 – 19:15	room: MZ 113B
Wednesday, November 6,	16:00 – 19:15	room: MZ 113B
Wednesday, November 13,	16:00 – 19:15	room: MZ 113B
Wednesday, December 4,	16:00 – 19:15	room: MZ 113B
Wednesday, December 11,	16:00 – 19:15	room: MZ 113B

Lecturer

Dr. ⁱⁿ Evelyne Glaser (Johannes Kepler University, Linz)

Contact

For handing in assignments and for questions please contact: evelyne_glaser@jku.at

All written assignments are to be handed in electronically. Case studies need to be submitted prior to discussion in class.

Course objectives

Students will recognize to which extent culture has an influence on the way business is done in different parts of the world;

1. Students will practice presenting findings related to the topics chosen for this seminar using up to date technology and interacting actively with their audience;
2. Students will critically reflect on practical issues pertaining to business and culture through the presentation and discussion (written and oral) of case studies;
3. Students will independently work on topics treated in this seminar, conducting a search for relevant literature. They will write down their findings in seminar papers of approx. 1,000 resp. 2,000 words applying the common standards for academic work and using APA citation standards.

Teaching methods

In-class discussions, Critical reflection, Presentations, Oral and written case analyses, Writing research papers

Course description

The main focus of this seminar will be placed on understanding the business culture of India, Russia and China. By drawing on literature provided by the course instructor, students will be encouraged to reflect on cultural aspects that determine the way business is conducted in India, Russia and China and present their findings in class. Group discussions will encourage students to reflect on socio-economic, strategic as well as leadership issues that influence the local and global business environment.

For each session, students have to prepare a comprehensive case study on a company or an organization involved in business activities in a particular country or region. Using theories studied in other business subjects, the students analyze the problems described in the case and suggest recommendations based on relevant information about the specific country or region.

In the research papers to be submitted, students give proof of their ability to do academic research, use critical thinking, and apply their academic writing skills.

Assessment and Grading

In-class presentations, class participation	20%
Written case analyses (800-1000 words)	10% 20%
Seminar papers (1,500 and 2,000 words)	20% 30%

Each assignment will be graded on a five-point scale, 1 = excellent – 5 = fail.

Failure to complete any assignments will result in a 5.

Failure to attend class can be grounds for lowering the final grade by as much as one full grade.

Required reading

Literature for in-class discussions is provided by the instructor via KUSSS (<http://www.kusss.jku.at>) and is based on the specific topics chosen for each class. Students need to search for additional literature to prepare their seminar papers.

54761E Seminar Special Topics English (C2): Cross-Cultural Virtual Teams

Seminar, 2.00 hours, 3.00 ECTS credits

Tuesday, October 1,	15:30 – 18:45,	room: MZ 113B	
Thursday, October 3,	17:00 – 18:30,	Videoconference 1	
Tuesday, October 22,	15:30 – 18:45,	room: MZ 113B	
Tuesday, October 29,	15:30 – 18:45,	room: MZ 113B	
Tuesday, November 5,	15:30 – 18:45,	room: MZ 113B	
Thursday, November 7,	17:00 – 18:30,	Videoconference 2	
Tuesday, November 12,	15:30 – 18:45,	room: MZ 113B	
Tuesday, November 19,	15:30 – 18:45,	room: MZ 113B	
Thursday, November 21,	17:00 – 18:30,	Videoconference 3	
Tuesday, November 26,	15:30 – 18:45,	room: MZ 113B	
Tuesday, December 3,	15:30 – 18:45	room MZ 113 B	Final Presentation
Tuesday, December 10,	15:30 – 18:45,	room: MZ 113B	Debriefing

Lecturer

Dr. Evelyne Glaser (Johannes Kepler University, Linz)

Entry requirements

All students will be expected to have a good command of both written and spoken English.

Course description

The ability to work in multicultural teams has become a requirement for almost any position in the business world. Increasingly, teams do not have the opportunity to work face to face but have to coordinate their work virtually. This poses numerous challenges as a result of different working habits, communication styles and cultural differences with regard to leadership. Group process is even more difficult to handle when the team members do not meet in person. This course will raise awareness of potential problems arising from virtual teamwork through the discussion of relevant literature. Being given the actual experience of working in virtual teams, students will learn to develop coping strategies to ensure effective work in virtual teams in their professional lives.

This course will focus on Cross-Cultural Communication, Teamwork and Virtual Teams. JKU students will form multicultural teams who will work together virtually with American undergraduate students (final year) at our US partner, University of Cincinnati. For communication with their team across the Atlantic they will use video conferencing technology, e-mail and Internet/Skype. Students will do research on teams, teamwork, virtual teams, and cross-cultural communication and work together on a project.

Course aims

- To understand and experience how culture affects individual expectations, work and team processes, and communications
- To understand and experience how virtual teams function
- To develop teamwork skills applicable to face-to-face and virtual interactions
- To conduct team-based research and produce a presentation on a topic related to cross-cultural communication, teamwork and/or international business; to give the virtual team presentation using video conferencing technology.

Assessment and Grading

Team Case Study	20%
Individual Reflective Essays (7.5%; 7.5%; 10%)	25%
Team Project Paper	35 %
Project Presentation & Class participation	20 %

Each assignment will be graded on a five-point scale, 1 = excellent – 5 = fail.

Failure to complete any assignments successfully will result in a 5.

Failure to attend class can be grounds for lowering the final grade.

Required reading

All readings for this class will be available through the instructor at the beginning of the course

547K04 Theory of Intercultural Communication

Intensifying Course, 2.00 hours, 3.00 ECTS credits,

Thursday, October 24,	13:45 – 17:00,	room: MZ 113B
Thursday, October 31,	13:45 – 17:00,	room: MZ 113B
Thursday, November 7,	13:45 – 17:00,	room: MZ 113B
Thursday, November 14,	13:45 – 17:00,	room: MZ 113B
Thursday, November 21,	13:45 – 17:00,	room: MZ 113B
Thursday, November 28,	13:45 – 17:00,	room: MZ 113B
Thursday, December 12,	13:45 – 17:00,	room: MZ 113B

Lecturer

Dr. ⁱⁿ Evelyne Glaser (Johannes Kepler University, Linz)

Contact

For handing in assignments and for questions or problems please contact: evelyne.glaser@jku.at

Course objectives

The course intends to provide an insight into different aspects of intercultural communication and to enable students to compare theoretical approaches. At the same time, it aims at improving the students' understanding of cultural differences and their interaction skills with representatives from other cultures.

The students will deal with questions of cultural identity and its influence on social relationships. They will learn to recognize the impact of culture on communicative norms, for instance during negotiations or in conflict situations.

Course contents

The course will focus on the impact of culture on intercultural communicative interactions: by looking at different theories of intercultural communication, (e.g. Gudykunst, Wiseman, Nishida, Kim, Gallois, or Ting-Toomey), different topics such as models of communication, the influence of culture on perception, cultural identity and the influence of language on reasoning and cognitive schemes will be discussed. In addition, the course will deal with questions related to cultural differences regarding verbal and nonverbal communication, "face", acculturation, culture-specific communicative behaviour, or the influence of the use of a lingua franca during negotiations or conflict situations. In particular, students will reflect critically on their individual communicative behaviour within their own culture and in other cultures and will thus try to improve their communicative competence when interacting with people from other cultures.

Teaching methods

Lectures, group work, case studies, ethnographic observation, presentations, class discussions.

Assessment

Written and oral homework, final exam, participation in class activities and discussions.

547K03 Comparative Research in Cultural Studies

Course, 2.00 hours, 3.00 ECTS credits, biweekly

Thursday, October 17,	09:15 – 12:45,	room: KHG II
Thursday, October 31,	09:15 – 12:45,	room: KHG II
Thursday, November 14,	09:15 – 12:45,	room: KHG II
Thursday, November 28,	09:15 – 12:45,	room: KHG II
Thursday, December 12,	09:15 – 12:45,	room: KHG II
Thursday, January 9, 2014,	09:15 – 12:45,	room: KHG II
Thursday, January 23, 2014,	09:15 – 12:45,	room: KHG II

Lecturer

Dr.ⁱⁿ Nicole Kronberger, Mag.^a Pamela Hölzl (Johannes Kepler University, Linz)

Contact

For handing in assignments and for questions or problems please contact: Nicole.kronberger@jku.at or Pamela_Madeleine.Hoelzl@jku.at

Course objectives

Students will be introduced to different ways of conducting comparative research both by reviewing relevant literature and by conducting a small-scale empirical study. More specifically,

1. Students will critically review and discuss papers on research methods for cultural comparison;
2. Students will conduct some field research related to the course's content, including search for relevant literature, data collection and data analysis.
3. In in-class presentations they will present their research plans and findings and discuss research methods, problems of research methods and other relevant questions concerning their field research.
4. They will document the research process and their study's findings in a project report of about 4000 words applying the common standards for academic work and using APA citation standards.

Teaching methods

In-class discussions, critical reading, presentations, written research paper

Course description

The main focus of this seminar will be on

- understanding the principles and methods for comparative research on culture.
- Critical reflection of existing studies and the methods these use
- Gaining hands-on experience by conducting a small-scale study.

In the final research paper to be submitted at the end of the course, students give proof of their ability to conduct field research, use critical thinking, and apply their academic writing skills.

Assessment and Grading

Literature review	35%
Project report (4000 words)	45 %
In-class presentations	20 %

Required reading

Literature for in-class discussions is provided by the instructors via KUSSS (<http://www.kussjku.at>) and is based on the specific topics chosen for each class. Students need to search for additional literature to prepare their project report.

Textbook:

Liu, S., Volcic, Z. and Gallois, C. (2011) *Introducing Intercultural Communication: Global Cultures and Contexts*. Los Angeles, London, New Delhi, Singapore, Washington DC: Sage.

547457 Global Accounting and Control: A Managerial Emphasis

Course, 2.00 hours, 4.00 ECTS credits, intensive sessions

Wednesday, October 02,	08:30 – 11:45,	room: T 111
Wednesday, October 09,	08:30 – 11:45,	room: T 111
Wednesday, October 16,	15.30 – 18.45,	room: HS 14
Wednesday, November 06,	08:30 – 11:45,	room: T 111
Wednesday, November 13	08:30 – 11:45	room: T 111

Wednesday, November 20	08:30 – 11:45	room: T 111
Wednesday, November 27	08:30 – 11:45	room: T 111

Lecturer

Prof. Timothy Sale, PhD (University of Cincinnati, USA)

Entry requirements

Participants will be expected to have a good command of both written and spoken English and basic knowledge of economics.

Course objectives

The aim of the seminar is to provide an introduction to the role of accounting and control in the management of multinational enterprises.

Course description

Global Business: Accounting and Control Issues, Global Organization, Coordination and Control, Comparative International Management, Planning and Performance Evaluation in Multinational Enterprises, Taxation and the Multinational Enterprise, Global Financial Statement Analysis, Global Transparency and Disclosure, Foreign Currencies and Exchange Risk Management, Foreign Currency Accounting and Exchange Rate Changes.

Assessment / Examination

written assignments, active participation, exercises

Required reading

Gray, Salter, Radebaugh: Global Accounting and Control: A Managerial Emphasis.

250025 Second Seminar in Accounting

(Seminar 2 aus Unternehmensrechnung und Wirtschaftsprüfung)

Seminar, 2.00 hours, 3.00 ECTS credits,

Tuesday and Thursday, October 1, – November 28, 2013	13:45 – 16:15,	room: BA 9909 (Tuesday) and MZ 412A (Thursday)
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Lecturer

Prof. Timothy Sale, PhD (University of Cincinnati, USA)

Entry requirements

JKU regular students must have completed at least 24 ECTS credits in the field of Business and Economics, including the courses Accounting (Basics), Cost Accounting, Cost Management, Financial Management and the First Seminar in Accounting

Course contents

Introduction to US-GAAP Accounting

Application of the knowledge in the field of international corporate financial statements in order to make economic decisions. Experiencing of Anglo-American teaching strategies and training and intensifying of the English terminology.

- Introduction
- Financial Accounting and Accounting Standards
- Conceptual Framework Underlying Financial Accounting
- Statement of Income
- Statement of Retained Earnings
- Balance Sheet
- Statement of Cash Flows
- Property, Plant and Equipment – Impairment
- Intangible Assets – Goodwill and Impairment of Goodwill
- Investments – Fair Value Accounting
- Dilutive Securities and Earnings Per Share
- Property, Plant and Equipment – Tax Depr.
- Accounting for Income Taxes
- Accounting for Pensions and Postretirement Benefits

Assessment / Examination

participation, homework and exam

54771E Case Studies English

Course, 2.00 hours, 3.00 ECTS credits

Friday, from October 4 th , 2013 until January 31, 2014	09:15 – 12:45	room: HF 9904
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Lecturer

Dr. ⁱⁿ Ilse Born-Lechleitner (Johannes Kepler University, Linz)

Entry requirements

- All students will be expected to have a good command of both written and spoken English (level C1).
- This course is designed for students whose native language is not English.

Contact

For handing in assignments and for questions or problems please contact: ilse.born-lechleitner@jku.at

Course objectives

The aim of this course is to:

- give you the chance to practice and improve your skills in analyzing problems
- develop and practice information-gathering skills
- analyze written case studies and other complex information packages
- identify and present problems in cases related to different aspects of business, economics, politics and culture
- practice working in project oriented situations
- research, discuss, and report on findings
- further develop oral and written presentation skills
- practice and improve teamwork skills.

Course contents

- Language, information-gathering and analytical skills
- Cases related to different aspects of business, economics, politics and culture
- Analysis of written cases and written and/or oral presentation of solutions
- Working in project teams
- Activities to improve linguistic skills
- Groupwork to practice and enhance discourse and negotiation skills
- Practice for departmental final examination in English

Assessment

Homework, Final report, Research Project (including oral presentations), In-class Case Analysis, Active participation in classwork and group activities

Reading

Weekly case preparation for class, to be announced

547K01 The Impact of Religions and Value Systems on European Cultures

Course, 2.00 hours, 3.00 ECTS credits,

Wednesday, October 2,	08:30 – 11:45,	room: BA 9909
Wednesday, October 16,	08:30 – 11:45,	room: BA 9909
Wednesday, October 23,	08:30 – 11:45,	room: BA 9909
Wednesday, November 6,	08:30 – 11:45,	room: BA 9909
Wednesday, November 13,	08:30 – 11:45,	room: BA 9909
Wednesday, November 20,	08:30 – 11:45,	room: BA 9909
Wednesday, November 27,	08:30 – 11:45,	room: BA 9909

Lecturer

Dr. Andreas Telser (Catholic Theologic Private University, Linz)

Course description and objectives

Over the last decade or so and throughout the world religion (i.e., religions) has gained a new visibility in the public sphere for better or worse. However one personally feels about religion, it needs both to be studied scientifically and to be dealt with as a public issue. This requires some basic knowledge of what religion is in general, i.e., the genuine religious questions, and how they unfold in those three World religions that are supposed to have some current and maybe future impact on European cultures (Christianity, Islam, Buddhism, Hinduism).

The course shall thus enable students (from different academic fields and with diverse ethnic and religious backgrounds) to get their bearings in the scientific study of religion by approaching it through sociological, philosophical, anthropological, political, cultural and theological analyses.

Assessment

- There will be a **lecture** based on and interpreting the **readings** that need to be prepared for each class;
- short **written reports** on the readings showing how the material has been understood;
- these reports also function as part of the preparation for the **final oral exam** that will be taken in small groups focussing on the ability to dialogue critically with each other while not necessarily sharing a common (religious or secular) conviction.

Literature

The readings will be made available through KUSSS

547K05 Media and Societies in Europe (B2)

Intensifying Course, 2.00 hours, 3.00 ECTS credits, weekly

Tuesday, 8:30 – 10:00, room: MZ 005A from October 1, 2013 – January 28, 2014

Lecturer

Mag.^a Maria Christine Pree (Johannes Kepler University, Linz)

Contact

For handing in assignments and for questions or problems please contact: maria.pree@jku.at

Entry requirements

All students will be expected to have a good command of both written and spoken English.

This course is designed for students whose native language is not English.

Course objectives

The course provides students with comprehensive insight into the most important media effect theories and the European media landscape. Students will critically analyze the interrelations and correlations between the media and society.

Course contents

Media effect theories as well as current media and socio-political developments in Europe. The course introduces students to the following:

- * an overview of the most important media effect theories (agenda setting, spiral of silence, etc.)
- * an overview of the European media landscape, particularly a focus on the English-language market
- * the EU communication policies (by means of the White Paper on European communication policy (2006))
- * the so-called "new media", its influence/effects on society and its implementation and instrumental use in politics and business (Internet governance, ethical consequences for individuals and society)

Teaching methods

Lecture, group work, presentations, short presentations, projects

Assessment and Grading

In-class participation; oral and written assignments, continual grading will take place throughout the semester.

Additional courses

232424 Work Psychology

(Arbeitspsychologie)

Seminar, 2.00 hours, 4.00 ECTS credits, Recommended semester: 3rd and higher, biweekly

Monday, October 7,	13:45 – 15:15,	room: BA 9909
Monday, October 21,	13:45 – 17:00,	room: BA 9909
Monday, November 4,	13:45 – 17:00,	room: BA 9909
Monday, November 18,	13:45 – 17:00,	room: BA 9909
Monday, November 25,	13:45 – 17:00,	room: BA 9909
Monday, December 2,	13:45 – 17:00,	room: BA 9909
Monday, December 9,	13:45 – 17:00,	room: BA 9909
Monday, December 16	13:45 – 15:15	room: BA 9909

Lecturer

Silvana Weber, MSc (Johannes Kepler University, Linz)

Contact

For handing in assignments and for questions or problems please contact: silvana.weber@jku.at

Entry Requirements

No entry requirements

Course aim

- To understand the role of psychology in the context of daily work routine and economics
- To provide an overview on current topics of Work and Economic Psychology
- To enable transfer of learning by encouraging discussion and active participation

Course content

Most generally, work psychology focuses on behaviors, attitudes and emotions of people in a work related context. This seminar is intended for proactive students who are interested in understanding psychologically and economically integrated concepts in different contexts. It will cover several specific topics of research such as:

- Personnel selection process (Assessment Centres/ Case Studies/ Role-plays/ Interviews/ Hearings: Validity, Reliability & Efficiency)
- Personnel development (Training/ Coaching/ Supervision/ Mentoring: Evaluation of Transfer of Knowledge and Efficiency)
- Individual differences at work
- Work performance measurements (360-degree feedback/ appraisal interview)
- Social responsibility and sustainability in organizations (Definitions, International standards, policies and practices)
- Money and happiness
- Stress and worker well-being
- Leadership and teams

Assessment / Examination

• Active in-class participation (discussions, quizzes, feedback)	• Presentation in class
• Preperation of literature for each session	• Written essay

Full course attendance is required!

Literature

Landy, F.J. & Conte, J.M. (2008). Work in the 21st Century: An Introduction to Industrial-Organizational Psychology (2nd Ed.). Malden, MA: Blackwell Publishers AND additional articles (primary literature)

584401 Assorted Aspects of Intercultural Competence

Training intercultural competences

Seminar, 2.00 hours, 2.00 ECTS credits, intensive sessions

Thursday, November 7,	08:30 – 17:00	room: off campus – Vereinszentrum, Weißenwolfstr. 17a, 4020 Linz
Friday, November 8,	08:30 - 17:00	room: off campus – Vereinszentrum, Weißenwolfstr. 17a, 4020 Linz
Saturday, November 9,	08:30 - 17:00	room: off campus – Vereinszentrum, Weißenwolfstr. 17a, 4020 Linz

Lecturer

Mag. Gerhard Peter Krejci and Josephine Sommerhuber, MA (Johannes Kepler University, Linz)

Entry requirements

Students will be expected to have a good command of English. Attendance of all parts of the seminar is mandatory.

Course aim

After this course participants will have experienced the difficulties in intercultural communication and they will have worked on their own intercultural competences. The course will have interactive elements and participants will be expected to participate actively.

Course content

- Distinction between objective and subjective culture
- Principles of Intercultural Competence (Mindset, Skillset, Sensitivity)
- Culture in Teams and Organizations
- Values and Culture

Literature

A list of recommended reading will be available during the seminar.

229009 Comparative Social Policy

Course, 2.00 hours, 3.00 ECTS credits , weekly

Tuesday, 15:30 – 18:00	room: T 211
from October 1 st until December 16 th	

Lecturer

Mag. Dr. Leibetseder Bettina (Johannes Kepler University, Linz)

Contact

Bettina.Leibetseder@jku.at

Course content

The course 'Comparative Social Policy' seeks to acquaint students with the basic conceptual, theoretical and substantive issues of comparative welfare state analysis. The course is divided in three sections: The first part allows students to familiarize with major issues of comparative social policy research:

- How do comparative welfare state researchers conceptualize differences among the social policy arrangements of different countries?
- How do they explain those differences?

In addition to the seminal work of Esping-Andersen, other theoretical approaches are presented in the following two sessions, which provide ideas on how to conduct comparative research and to explain different forms of welfare theoretically. The second part of the course will seek to provide the methodological basis for comparative research. The students will engage in questions about the comparative method, the logical concepts of comparing and the method of case studies. Furthermore, the aspect of time and path dependency is covered.

After that part, students will be equipped with the necessary ideas and concepts and will have to work in groups of three, whereby the aim is to analyse a major text identifying the theoretical approach, the method and the empirical database as well as the main concepts within a week.

On *Monday the 12th of Dec*, the meeting will allow the students to debate their ideas and answers and to finalize their papers.

The third and final part will focus on a research field: Activation. First, the students will discuss theories. The following sessions will be dedicated to certain comparative research, where students will discuss ways of explaining beyond the traditional cross-country comparative design. Thus, students will experience longitudinal analyses and cover the street-level of activation policy.

Formalities and Requirements

- Students will be required to discuss and engage in the debate, two classes can be missed.
- The students' task will be to read the first text mentioned for each class. During the first two classes, it is highly recommended to read at least two texts.
- Hand in of group work (hard copy, up to four pages).
- Exam – short questions, 45 minutes

229024 Politics in Europe

European Integration: Political Institutions and Processes

(Politische Institutionen in Europa)

Intensifying course, 2.00 hours, 3.00 ECTS credits

Thursday, October 10,	13:45 – 17:00,	room: K 153C
Thursday, November 28,	12:00 – 15:15	room: HS 5

Thursday, November 28,	15:30 – 18:45,	room: MT 127
Thursday, December 12,	12:00 – 15:15,	room: HS 5
Thursday, December 12,	15:30 – 18:45,	room: MT 127
Thursday, January 9, 2014	12:00 – 18:45	room: HT 177F

Lecturer

Dr. Walter WOLF (Johannes Kepler University Linz)

Entry requirements

There is no formal prerequisite for the participation in this course.

Contact

For specific questions relating to the course please contact: walter.r.wolf@gmail.com

Course objective

The main purpose of the course is to reach a profound understanding of the process of European integration - its objectives, opportunities and difficulties, the state of the art and the challenges ahead.

Course structure and Grading

The course will take place in blocks: (1) a half-day introduction on Thursday 10 October 2013, and three full days (November 28, December 12 and January 9) for individual presentations and group discussions. On the basis of the feedback received, all students are required to write an essay, which could be possibly published in a journal.

Attendance of the course is not bound to any precondition. The sessions are conceived as interactive ones with strong involvement of students. At the end participants will receive qualified marks based on criteria which will be communicated at the beginning of the course. Attendance of all parts of the course is mandatory.

Course content

For the sake of consistency of the discussions, a list of 7 selected policy areas (underpinned with web links to the key EU web sites) serves as basis for the distribution of topics among the students. The introductory plenary session on October 10 shall contextualize the European integration process in the selected areas. Students may ask for advice to the lecturer during their research, if needed.

All students shall give a 10 minutes 'policy briefing' about their key findings in the area she/he had selected. Each presentation will be followed by a group discussion moderated by a volunteer, aiming at deepening the understanding of the policy area and providing feedback about the improvements needed for writing the essay.

Recommended reading

List of official EU web sites available at KUSSS, for choosing the most suitable policy area.

236048 Reading Course: Global Studies – An American Century?

Tutorial, 2.00 hours, 3.00 ECTS credits, weekly

Wednesday,	10:15 – 11:45	room: K 224B
from October 2 nd , 2013 until January 29 th , 2014		

Lecturer

Prof. Dr. Marcus Gräser (Johannes Kepler University, Linz)

Contact

Marcus.Graeser@jku.at

Course description

Writing in 'Life'-Magazine in 1941, the publisher Henry Luce announced the arrival of an „American Century“. Indeed, in the second half of the 20th century, America' became hegemonic. American machines, Hollywood movies, and American music were, as Luce wrote, „the only things that every community in the world, from Zanzibar to Hamburg, recognizes in common.“ For a while, globalization' and „Americanization' became synonyms. But what about the 21st century? President Barack Obama recently declared „There is no reason the 21st century is not going to be the American Century just like the 20th century was.“ However, many observers – inside and outside the USA – doubt that America will be able to play a truly hegemonic role in the next decades. Globalization is no longer identical with pure and simple „Americanization'. It is time to assess the significance of the „American Century“.

Course objectives

The reading course aims to introduce you to a range of ideas about the “American Century”. It encourages you to think about the connections of a certain American ideology that lies behind the idea of an „American Century“ and the presence of „America' in the world. At the end of the course you are expected to demonstrate a basic understanding of the historical as well as the current meaning of the „American century“.

Teaching and learning methods

The course consists of weekly ninety-minute seminars. It includes small group and forum discussions as well as student presentations. You are required to give one 10-15 minute-in-class presentation. In preparation for the discussion and presentation think critically and analytically about the assigned readings, asking questions such as:

1. What is the main argument of the text?

2. Are there any underlying assumptions which clarify the author's position?
3. Are there contradictions in the authors's argument?
4. How does the text relate to the other readings?

Assessment and Grading

You will certainly be expected to attend all classes, complete the weekly reading assignments (about 20-30 pages) and participate in the discussion. Participation counts for 20 percent of your grade, the short in-class-presentation counts for 30 percent of your grade. The presentation should introduce the class to the text which is assigned for the week; you should also suggest questions for the discussion and research additional materials. Feel free to use powerpoint for your presentation. The end-of-semester written examination (Klausur) will count for 50 percent of your grade.

Literature

The following book is required reading for this course. Everyone should have their own copy ready in the second week of the semester (you have to purchase the book yourself).

Andrew J. Bacevich (ed.), The Short American Century: A Postmortem, Cambridge 2012

Additional Reading (can be found in the Handapparat at the Library of the Historical Institutes):

Paul S. Boyer (ed.), The Oxford Companion to United States History, Oxford 2001

Walter LaFeber, The American Age: United States Foreign Policy at Home and Abroad since 1750, New York 1989

Mary Nolan, The Transatlantic Century. Europe and America, 1890-2010, Cambridge 2012

BUSINESS ADMINISTRATION – MASTER LEVEL

Master Program General Management

Entry requirements

Students must be enrolled in the Master Program “General Management” or a comparable program.

General Management Competence

269060 Master Course Creating Strategic Advantages (M1 – Master Program 1st Year)

Course, 2.00 hours, 6.00 ECTS credits, Fall & Spring

Thursday, October 03,	10:15 – 11:45	room: MT 127
Thursday, October 17,	08.30 – 11:45	room: MT 127
Thursday, October 31,	08.30 – 11:45	room: MT 127
Thursday, November 07,	10:15 – 11:45	room: MT 127 (Exam)
Thursday, November 21,	08.30 – 11:45	room: MT 127
Thursday, December 05,	08.30 – 11:45	room: MT 127
Thursday, December 12,	08.30 – 11:45	room: MT 127
Thursday, January 30, 2014,	08:30 – 10:15	room: MT 127 (Exam)

Lecturer

Mag. Wolfgang Berger MBA (Johannes Kepler University, Linz)

Course concept

In this master course students are exposed to an overall holistic model of Strategic Management focusing on the dimensions process, content, resource orientation and market / environment orientation. The course is based on the one hand on input from the faculty, on the other hand on plenary and small group discussions. Specific themes are illustrated by mini cases (“highlights”) or short videos.

Course objectives

- Based on theories, methods and instruments of Strategic Management, students look into concepts of developing strategic advantages. Resource based view, market based view, and the stakeholder orientation are fundamental elements.
- Students are able to understand the theoretical concepts and are competent to critically analyze and interpret them. Furthermore, they are competent to question complex interdependencies of the elements of Strategic Management.
- Students develop the capability to reflect the application of concepts in practice.
- Students’ personal and interpersonal competencies are being advanced.

Grading

Written exam & 2 case studies

50% of each category are required to pass the course

Required reading

Wheelen, Thomas L. / Hunger, David J. (2012): Concepts in Strategic Management and Business Policy, 13th edition

Selected articles from scientific journals

241033 Master Course Dimensions of Marketing Theory and Managerial Application (M1 – Master Program 1st Year)

Course, 2.00 hours, 6.00 ECTS credits, Fall & Spring

Tuesday,	12:00 – 13:30	room: MZ 003B
from October 1 st , 2013 until January 21 st , 2014		

Lecturer

o. Univ.-Prof. Dkfm. Dr. Gerhard A. Wührer, Assist.Prof. Dr. Katharina Hofer (Johannes Kepler University, Linz)

Course concept

The postgraduate course addresses the theoretical fundamentals of marketing and their applications for problem solving in practice. It is augmented with current trends coming from different perspectives. In detail, different approaches developed in German-speaking and English-speaking marketing sciences are examined and critically reflected. The various sometimes controversial positions are argued with respect to specific marketing phenomena on a strategic and operational level. By this we try to answer the question how well our current approaches are capable to describe and explain important issues, and create solutions for marketing problems. Readings, discussions and concept mapping will be substantial for the course work.

Course objectives

- Reception, understanding and critical debate of fundamental theoretical approaches, and methodological issues in marketing
- Detection of inter linkages of specific scientific marketing domains and the implications for managerial problem solving via concept mapping
- Development of personal competence to enrich and broaden specific scientific perspectives
- Enhancement of personal intellectual, communicative and social skills

Grading

The instructor calculates your grade as follows:

- Constant up-date of concept maps, contribution to in-class discussion and completion of Marketing Journey Itinerary (MJI) till end of the semester, due date will be given – satisfactory analysis reflection, 90 points
- Final examination, 60 points

More than 50% of the points are necessary to pass the course

Required reading

Reader of selected articles; provided by lecturer

Background literature:

Maclaran, P. et al. (Eds.); The SAGE Handbook of Marketing Theory, Los Angeles-London-New Delhi-Singapore-Washington DC, 2010 Tadjewski/Brownlie (Eds.); Critical Marketing. Issues in Contemporary Marketing, Chichester, West Sussex 2008.

Homburg/Kuester/Krohmer; Marketing Management. A Contemporary Perspective, London etc. 2009

Moon, B. M et al. (Eds.); Applied Concept Mapping. Capturing, Analyzing and Organizing Knowledge, Boca Raton - London - New York, 2011.

266010 Master Course Organization (M1 – Master Program 1st Year)

Course, 2.00 hours, 6.00 ECTS credits, Fall & Spring

Thursday, October 03,	08:30 – 10:15	room: MT 127
Thursday, October 10,	08:30 – 11:45	room: MT 127
Thursday, October 24,	08:30 – 11:45	room: MT 127
Thursday, November 07,	08:30 – 10:15	room: MT 127 (Exam)
Thursday, November 14,	08:30 – 11:45	room: MT 127
Thursday, November 28,	08:30 – 11:45	room: MT 127
Thursday, January 09 2014,	08:30 – 11:45	room: MT 127
Thursday, January 23 2014,	08:30 – 10:15	room: MT 127 (Exam)

Lecturer

Univ.Prof. Dr. Johannes Lehner (Johannes Kepler University, Linz)

Course content

Basic concepts of Organizational Structures and Organizational Behavior are repeated through reading and discussing articles by leading scholars. Because these articles are on an advanced level, they require students to additionally consult text books, dependent on their prior mastery of the introductory level.

Concepts are:

- Cognitive Processes and Sensemaking
- Attribution
- Motivation
- Criteria of effectiveness
- Configuration, contingency and life-cycles of organizations

Based on this, advanced organizational theories will be read and discussed:

- Systems theory and loose coupling
- Institutionalism and Population Ecology
- Transaction cost Theory
- Agency Theory
- Resource-dependency, Resource- and capabilities based concepts
- Political organization, power and hierarchy

Course structure

The course is structured into two stages, both ending with an exam:

1. Prep Stage: Self-study and relearning of required preconditions for the course
 - Motivational and cognitive foundations of organizations
 - Criteria of effectiveness
 - Configuration, contingency and life-cycles of organizations
2. L&D Stage: Lecture and discussion phase
 - Systems Theory and loose coupling

- Institutionalism and Population Ecology
- Transaction Cost Theory
- Agency Theory
- Resource-dependency, resource- and capabilities based concepts
- Political organization, power and hierarchy

Course objectives

- Students have knowledge of the most important theoretical approaches for description, explanation of phenomena in organizations and on management based on these theories. They are able to critically judge these theories in regard to their implications for management. Most importantly, this shall provide students with the ability to advance knowledge in this regard and to adapt their behavior to the needs in their future work.
- Students are increasingly aware of gender specific aspects of organizations.
- Students are able to read, understand, and judge advanced research articles, thereby have the ability to comprehend complex relationships as they appear in organizations and in management in general.

Grading

Written exams in class

- First exam for Prep Stage (60 Points)
- Second exam for Prep and L&D Stage (90 Points)

Out of this a minimum of 75 points has to be reached.

Active Participation (15 bonus points, do apply only if minimum from exams is reached).

Attendance at course times is encouraged, but not mandatory.

Required reading

Text package to be downloaded. Will be announced in the first session.

267014 Master Course Advances in Strategic Change and Learning (M1 – Master Program 1st Year)

Course, 2.00 hours, 6.00 ECTS credits, Fall & Spring

Tuesday, October 8,	16:15 – 17:00,	room: HF 9904 (Kick Off)
Tuesday, November 5,	13:45 – 15:15,	room: HS 17 (Test I)
Monday, December 2,	10:15 – 17:15	room: KHG I
Tuesday, December 3,	10:15 – 17:15	room: Kep 1
Wednesday, December 4,	10:15 – 17:00	room: tba
Tuesday, December 17,	13:45 – 15:15	room: tba (Test II)

Lecturer

Univ.Prof. Dr. Wolfgang Helmut Güttel, Mag.^a Irina Koprax (Johannes Kepler University, Linz)

Course content

The Master Course Advances in Strategic Change and Learning consists of the following topics, derived from current research in the field:

- Organizational learning: We analyse the current state of the explorative/exploratory learning-framework that investigates how organizations deal with competing learning logics between efficiency and innovation.
- Ambidexterity: We analyse the current research that investigates options, limits, and means for firms that seek to integrate exploratory and exploitative learning.
- Dynamic capabilities: We analyse the current research of a firm's capabilities to govern learning and adaptation processes in environments that are characterized by dynamism, turbulences, and hostile competition.
- Strategic change: We analyse the literature that provides insights of change processes within firms to address dynamically evolving environmental demands.
- High reliability organizations: We analyse the current research that seeks to explain the requirements for firms to achieve stability – in particular in high reliability organizations where failures could lead to disasters – even in turbulent and complex environments.
- Replication: We analyse the current research that addresses the mode how firms govern exploitative learning processes to replicate their business models and embedded routines in new markets.

Course objectives

The Master Course Advances in Strategic Change and Learning aims at discussing current topics in the field of organizational learning and change management. The course builds upon the basic knowledge in the field of management (i.e. strategy, organization, HRM, change management). After completing the course, students are able to contribute to the theoretical discussion in their field and to derive practical insights for their business career as leaders, consultants, and trainers. In particular, they gain knowledge to analyse, to design, and to govern change and learning processes in organizations to achieve strategic objectives.

Grading

Written exams in class

- Mid-term exam: Contents (relevant readings) covered to this date
- Final exam: All course contents including the mid-term exam contents (relevant readings)

Required reading

Güttel, W.H. (2012): Advances in Strategic Change and Learning. Script. Reader with academic papers.

Script and reader are the basic requirement for passing the exams.

Further readings (basic requirements):

Robbins/Coulter (2008): Management. , Torrington et al. (2009): Fundamentals of HRM. , Palmer et al. (2009):

Managing Organizational Change. , Dierkes et al. (Eds.) (2003): Handbook of Organizational Learning and Knowledge.

282016 Master Course Managerial Accounting (M1 – Master Program 1st Year)

Course, 2.00 hours, 6.00 ECTS credits, Fall & Spring

Monday, October 07,	10:15 – 13:30	room: K 001A
Monday, October 14,	10:15 – 13:30	room: K 001A
Monday, October 21,	10:15 – 13:30	room: K 001A
Monday, October 28,	10:15 – 13:30	room: K 001A
Monday, November 11,	10:15 – 13:30	room: K 001A
Monday, November 18,	10:15 – 13:30	room: K 001A
Monday, November 25,	10:15 – 13:30	room: K 001A
Monday, December 02,	10:15 – 13:30	room: K 001A

Lecturer

Dr. Birgit Grüb (Johannes Kepler University, Linz)

Pre-Conditions: Basics in Managerial and Cost Accounting

Course content

- Introduction to Management Accounting
- Management Accounting in General
- Management Accounting and Strategy
- Performance Measurement and Management
- Changes in Management Accounting
- Balanced Scorecard

Grading

1. One final exam, 60 minutes - 60 points
2. Homework, written paper, 8 pages - 60 points
3. 15 extra points possible to improve the grade (from paper presentation)

From the possible 120 points 60 points (50 %) are needed to pass the course.

Required Reading

Literature is given in the course.

250047 Master Course Financial Accounting (M1 – Master Program 1st Year)

Course, 2.00 hours, 6.00 ECTS credits, Fall & Spring

Tuesday,	13:45 – 18:00	room: KEP 3
from October 1 st , 2013 until January 28 th , 2014		
<i>except: November 5th and November 26th 13.45 – 15.15 room: HS 1</i>		

Lecturer

Dr.in Vera Schiemer (Johannes Kepler University, Linz)

Course contents

Goals and Concepts of Financial Reporting, Corporate Governance, Elements of Financial Statements, Measurement Concepts in International Financial Reporting, Basics of selected International Financial Reporting Standards (IFRS), Interpretation/Analysis of Financial Statements prepared under IFRS, Performance Measurement Systems.

Course objectives

Based on core accounting and valuation methods according to International Financial Reporting Standards (IFRS) class participants will be provided with knowledge concerning corporate actions as far as its implications on a company's financial statements are concerned. The class aims at the understanding of the accounting process as well as the ability to interpret financial statements properly. A further emphasis is on the analysis of IFRS financial statements including performance measurement concepts.

Grading

Will be announced

Required reading

- International Financial Reporting and Analysis by David Alexander/Anne Britton/Ann Jorissen, 5th edition (2011), Cengage Learning EMEA, ISBN 978-1-4080-3228-2
- Selected International Financial Reporting Standards (IFRS) in the latest edition (will be provided for download in KUSSS)

249710 Master Course Corporate Finance (M1 – Master Program 1st Year)

Course, 2.00 hours, 6.00 ECTS credits, Fall & Spring

Monday, October 14,	13:45 – 18:00	room: HS 17
Monday, October 21,	13:45 – 18:00	room: HS 17
Monday, November 04,	13:45 – 18:00	room: HS 17
Monday, November 11,	13:45 – 18:00	room: HS 17
Monday, November 25,	13:45 – 18:00	room: HS 17
Monday, December 09,	13:45 – 17:00	room: HS 17
Monday, December 16,	13:45 – 18:00	room: HS 17
Friday, January 17 2014,	08:30 – 10:00	room: HS 16
Thursday, January 30 2014,	12:45 – 14:30	room: HS 1 (tbc)

Lecturer

Hon. Professor Dr. Richard Guserl, Assist.-Prof. Dr. Eva Wagner (Johannes Kepler Universtiy, Linz)

Course description

This course provides a detailed examination of key theoretical and practical issues in finance. Major topical areas include the measurement of risk and return, cost of capital, equity and corporate valuation, accounting for financial management, analysis of financial statements, financial control of corporations, sources of finance, and managing working capital and credit management.

The objectives of the course are to develop the financial and analytical skills, logical thought processes and information literacy necessary to make and implement strategic corporate financial decisions in a global environment.

Course Materials

Powerpoint slides and other materials will be uploaded in KUSSS before each class.

Class Format

Study of the various topics will be conducted through lectures and case analyses.

Business cases will be discussed in class. Students are expected to have read the assigned material before class.

Attendance and participation is necessary.

Exam

There will be a cumulative final exam. Final examination is closed books/notes.

Required Reading

Damodaran, A., Applied Corporate Finance, Third Edition, John Wiley & Sons, 2010 (ISBN: 978-0-470-57422-5)

Vernimmen, P., Corporate Finance, Second Edition, John Wiley & Sons, 2009 (ISBN: 978-0-470-72192-6)

Methods in Management Research

266019 Master Seminar Qualitative Research Methods (M1 – Master Program 1st Year)

Seminar, 2.00 hours, 3.00 ECTS credits, Fall and Spring

Wednesday, October 9,	08:30 – 11:45	room: HS 14
Wednesday, October 16,	08:30 – 11:45	room: KHG II
Wednesday, October 23,	08:30 – 11:45	room: ESH 1
Wednesday, November 13,	08:30 – 11:45	room: KHG II
Wednesday, January 08 2014,	08:30 – 11:45	room: KHG I

Wednesday, January 15 201,	08:30 – 11:45	room: ESH 3
Wednesday, January 29 2014,	08:30 – 11:45	room: KHG I

Lecturer

Dr. Claudia Schnugg (Johannes Kepler University, Linz)

Course topic

Both in practice and in research the real understanding of a socioeconomic phenomenon requires that we immerse ourselves into a situation and grasp the meanings of what is going on also from the voice, appearance and artifacts used by the actors whose behaviors we want to understand. With such a qualitative understanding we will also be in a better position to analyze and understand quantitative data regarding the same field of inquiry. The problem with such a qualitative understanding is, that we, as human beings, tend to be overconfident about our ability to intuitively understand what is going on, while we are subject to well-known cognitive biases. This course is aimed at helping students to deal objectively with qualitative data in order to better understand what is going on in the empirical fields they are investigating for different reasons (consultancy, research, or management).

Course content

- Techniques and practices of how to conduct qualitative research
- Collect and analyze qualitative data
- Discuss the logic behind qualitative research studies
- Discuss about the logic of grounded theory
- Practically simulate interview situations
- Get to know methods of collecting and analyzing visual data
- Applying these techniques (either qualitative interviews or visual methods) in a research project

Course objectives

- Have an overview of qualitative research methods
- Understand the pros and cons of qualitative research methods
- Understand the typical biases which tend to affect a qualitative inquirer
- Understand what organizational aesthetics means
- Know how to conduct a qualitative study
- Learn how to conduct interviews
- Learn how to analyze visual data

Grading

- Research project (including quality of analysis, final report) (40 %)
- Presentation of research project (10 %)
- Exam (30 %)
- Active participation in class (20 %)

Rules of the game

- Active participation
- You are allowed to skip only one session (you are required to email me in advance if you skip one session; participation at final presentations cannot be skipped)
- Hand in all assignments in time

Teaching methods

- Short lectures
- Discussions
- Students' presentations
- Autonomous research and reading of academic literature
- Application of qualitative research methods in a research projects

266018 Master Seminar Quantitative Research Methods (M1 – Master Program 1st Year)

Seminar, 2.00 hours, 3.00 ECTS credits, Fall and Spring

Thursday, October 10,	12:00 – 15:15	room: K 224B
Thursday, October 24,	12:00 – 15:15	room: ESH 2
Thursday, November 07,	12:00 – 15:15	room: ESH 2
Thursday, November 28,	12:00 – 15:15	room: ESH 2
Thursday, December 12,	12:00 – 15:15	room: K 224B
Thursday, January 16 2014,	12:00 – 15:15	room: K 224B
Thursday, January 23 2014,	12.00 – 18:45	room: ESH 1

Lecturer

Univ.Prof. Dr. Johannes Lehner, (Johannes Kepler University, Linz)

Course contents

Basics 1: Introduction to Concepts (Chapters 1 to 5)

Basics 2: Data sources and Statistical Description of Firms and Industries (Chapters 6 to 13)

Advanced Topics 1: Examining Causality in Management
Advanced Topics 2: Analysis and Reporting of Results (Chapter 14)
Advanced Topics 3, Planning of Research Project (Group work)
Review of Research Project
Presentation of Research Project

Course objectives

Ability to apply mathematical and statistical methods of social and economic research to practical issues in managements and to give advice for evidence based management.

Grading

- Two exams: 40% (positive passing of the first exam (50% of exam points) is required for the rest)
- Research project (Group): 40%
- Class participation (a minimum of 70% of attendance is required): 20%

Required reading

Will be announced

Leadership Challenge Globalization

247042 Master Course Dimensions of Globalization (M1 – Master Program 1st Year)

Course, 2.00 hours, 4.00 ECTS credits, Fall and Spring

Friday, October 04,	08:30 – 11:45	room: HS 5
Friday, October 18,	08:30 – 11:45	room: HS 19
Monday, November 04,	08:30 – 11:45	room: MT 127
Friday, November 22,	17:15 – 20:30	room: HS 6
Friday, December 6,	15:30 – 18:45	room: MT 127

Lecturer

Mag. Susanne Lang (Johannes Kepler University, Linz)

Course structure

The first session aims at providing students with an introduction to globalization, building upon today's globalization drivers, as well as preceding phases of the globalization process. In this session, students will also be introduced to viewpoints and sources of anti-globalization.

The second session is devoted to social and cultural dimensions of globalization, such as cultural diversity, cultural change, and tradition versus modernity, as well as ethics in global business.

In the third session, students will be introduced to global business influences, transnational processes, and the role and impacts of multinational corporations with regards to the world economy. Alternatives to the neo-liberal framework for MNEs will be discussed. This session also deals with globalization effects on corporate governance and sustainable development.

Students then focus on some of the main concepts with regards to economic development and key economic characteristics of the recent globalization process in order to obtain a better understanding and awareness of the economic and social impact of globalization. This session also aims at fostering a deeper understanding of the EU, the European integration and the euro experiences.

The course is completed by a final session on the global financial crisis, transition mechanisms, as well as forecasts of globalization and recent trends in the world economy.

Course objectives

- To provide insights into different dimensions of globalization
- To enable students to understand the complex issue of globalization and to evaluate recent globalization challenges
- To familiarize students with the consequences of the EU integration and the euro
- To provide students with an academically sound basis for reflecting upon globalization issues and impacts
- To sensitize students to cultural challenges related to globalization
- To provide students with a basis for understanding and managing global business influences
- To enable students to gain enhanced understanding of the global financial crisis

Grading

The assessment of this course will be made based on three requirements:

- Short tests
- Individual assignment
- Group assignment

For a passing grade at least 50 per cent in each of the three categories and at least 60 per cent of the total points are required.

Required reading

The reading package can be purchased at the department secretary's office (Hochschulfondsgebäude, 2nd floor, room 224) from late September on.

241006 Master Seminar Globalization: Network Perspectives (M1 – Master Program 1st Year – Entry requirement: Successful completion of Master Course Dimensions of Globalization)

Seminar, 2.00 hours, 4.00 ECTS credits, Spring

Tuesday, October 8,	08:30 – 10:00	room: K 112A
Tuesday, November 12	08:00 – 11:45	room: S3 058
Tuesday, December 3	08:30 – 12:45	room: MZ 005B
Tuesday, January 14 2014,	08:00 – 11:45	room: S3 058

Lecturer

o. Univ.-Prof. Dkfm. Dr. Gerhard A. Wührer (Johannes Kepler University, Linz)

Entry requirements

Successful completion of the Master Course Dimensions of Globalization

Course objectives

- Reception, understanding and critical debate of the network perspective of globalization on strategic and operative management level in theory and practice
- Development of methodological skills to study and analyze empirical global network phenomena
- Development of personal competence to enrich and broaden specific scientific perspectives
- Enhancement of personal intellectual, communicative and social skills

Course concept

The postgraduate course addresses the theoretical and empirical foundations of network phenomena in a global economy. Production and services are increasingly coordinated across countries and firms. The understanding and analysis of the inter-linkage of global activities of companies and institutions goes beyond the assumptions of traditional systems theory. Actors, resources and activities – the ARA approach as a framework permits a shift in the focus of the study of contemporary global managerial and marketing issues. Globalization itself has an impact on networks and relationships and relationship dynamics, on the other side networks are influencing globalization. By addressing these issues we try to answer the question how well current theoretical, analytical and methodological means are capable to describe and explain important network phenomena, and help to design solutions for global management and marketing problems.

Grading

The instructor calculates your grade as follows:

Seminar papers to be prepared for special topics and presented 50 points, final examination 50 points. Students must earn more than 50 % of the total points in order to pass the course.

Required reading

Reader of selected articles will be provided by lecturer.

Background literature: Iacobucci, Dawn; *Networks in Marketing*, Sage 1996; Wasserman, Stanley; Faust, Katherine; *Social Network Analysis: Methods and Applications in the Social Sciences*, Cambridge 1999

239303 Master Seminar Globalization: Politico-economic Perspectives (M1 – Master Program 1st Year – Entry requirement: Successful completion of Master Course Dimensions of Globalization)

Seminar, 2.00 hours, 4.00 ECTS credits

Tuesday, 15:30 – 17:00	room: K 012D
from October 1 st , 2013 until January 28 th , 2014	

Lecturer

Univ.Prof.Dr. Michael Landesmann (Johannes Kepler University, Linz)

Entry requirements

Successful completion of the Master Course Dimensions of Globalization

Course Structure

The following topics will be covered in this course:

- *The European Union in the Global Economy:*
 - . Europe's growth and productivity performance in a comparative perspective
 - . Europe as a regionalist entity in the global economy

- . The challenge of emerging economies
- . Diversity within the enlarged European Union
- *Dynamics of international specialisation and the enlarged European Union*
 - . North-North and South-North trade patterns
 - . Catching-up processes and ‘climbing up the ladder’
 - . Regionalist vs. global production networks
 - . Goods vs. services trade
- Migration, Labour Markets and Welfare Systems*
 - . European vs. global migration flows
 - . The impact of migration
 - . Which effects does globalisation have on labour markets and welfare systems?
 - . Integration with institutional diversity?
- The Economic Crisis*
 - . Causes and historical comparisons of the 2008-2013 economic crisis
 - . The specific **situation in** the European Union
 - . Economic policy responses and governance issues
 - . Will the Eurozone break up?
- 2 additional topics (depending on the number of students):
 - *Designs for the Future of the European Union*
 - *Europe’s Foreign Economic Relations*

Course objectives

- To provide insights into Europe’s position in the global economy
- To familiarize students with the consequences of the EU integration
- To provide students with a grounding on economic approaches to regional and global economic integration
- To gain an understanding of the causes and effects of the current financial and economic crisis and its impact upon the EU

Grading

Students will have to prepare a presentation on one of the (sub-)topics of the course, be an assigned discussant on another sub-topic and write these contributions up in the form a short paper (10-12 pages) and discussant’s comments (4-5 pages).

Required reading

A reading list will be provided at the beginning of the term.

Leadership Challenge Innovation

266013 Master Course Dimensions of Innovation (M1 – Master Program 1st Year)

Course, 2.00 hours, 4.00 ECTS credits, Fall and Spring

Wednesday, October 16,	12:00 – 13:30	room: K 112A
Wednesday November 13,	12:00 – 16:15	room: KHG I
Wednesday, December 11,	10:15 – 14:30	room: ESH 3
Wednesday, January 15, 2014,	12:00 – 14:30	room: K 112A
Wednesday, January 22, 2014,	10:15 – 14:30	room: KEP 3

Lecturer

Univ.-Prof. Dr. Matthias Fink (Johannes Kepler University, Linz)

Course Objectives

- Students understand innovation – its importance, its preconditions and (limited) manageability.
- Students acquire scientific knowledge from primary sources and critically reflect on it. They elicit academic literature’s practical implications and convincingly present their own position regarding topical aspects of innovation.
- Students continuously reflect and develop their personal approach towards (industrial) creativity.

Course topic

Innovativeness only translates into innovation if it is mediated by social innovation. On a practical level this means that an invention only creates wealth, if it induces a change in peoples’ behaviour and/or relationships. On the societal level, this idea highlights the relevance of communities. As a social construction, their collective identity can be developed towards enhanced innovation by communication and interaction. On inter-organizational level structures such as networks and clusters will only provide a fertile ground for innovation, if the relationships are based on trust. Thus, relationship management is a core aspect of innovation management. On firm level innovation is strongly linked to topics such as creativity and learning, structure and strategy as well as opportunism and self-commitment.

Teaching Method

This course builds predominantly on dialogue in class. Students prepare for these dialogues by carefully reading foundational texts. There will also be elements of activity teaching and participant centered learning. Students will be challenged to develop their own personal stance towards innovation that is well rooted in an in-depth knowledge of the recent scientific discourse.

Grading

Presence in class (85%) is mandatory. The final grade comprises exam (60%), on-time submission of memos (10%), and group work (30%).

Required Reading

To be announced.

281300 Master Seminar Innovation: Entrepreneurial Perspectives (M1 – Master Program 1st Year Entry requirement: Successful completion of Master Course Dimensions of Innovation)

Seminar, 2.00 hours, 4.00 ECTS credits, Fall

Friday, October 11,	12:00 – 13:30	room: HF 9905
Friday, December 6,	12:00 – 13:30	room: HF 9905
Friday, January 31 2014,	13:45 – 17:00	room: HF 9905

Lecturer

Univ.-Prof. Mag. Dr. Norbert Kailer, Assist.-Prof. Mag. Dr. Tina Gruber-Mücke (Johannes Kepler University, Linz)

Entry requirements: Successful completion of Master Course Dimensions of Innovation

Course concept & structure

A business plan aligns an organization's goals, values and activities, to create a sustainable competitive advantage. It focuses on the long-range goals of the business and defines how the goals will be reached. Strategic plans include the definition of missions, visions and objectives, which provide the basic direction and focus of the organization.

This Entrepreneurial Perspectives Master Seminar provides a thorough grounding in how to create, measure and implement a business plan. Students will address the key strategic, planning and budgetary issues for implementing a successful business plan and have the opportunity to review the initial stages of their own plans using their own real data. The learning takes place in a collaborative workshop environment where students review all the previously learned steps in the Master course Dimensions of Innovation. Students work with other students—prospective or current business entrepreneurs—to write, review, critique and further develop their business planning, writing and communication abilities.

Course Structure

Two meetings: Introduction and final presentations of business model and parts of the business plan

Online platform MOODLE: Discussing of lecture notes, posting of answers to learning questions, essays and groupwork

Course objectives

On successful completion, students develop a clear method for idea generation and market validation and they know available techniques for opportunity development, understand the elements of a successful business venture, identify the key steps of the business planning process. They are able to manage the budgetary aspects of a business plan and to decide how to review and revise the business plan.

Grading

30% Participation in online discussions

70% Written (Learning questions, essays, groupwork)

Required reading

Volkman, C.; Tokarski, K.; Grünhagen, M. (2010): Entrepreneurship in a European Perspective: Concepts for the Creation and Growth of New Ventures, Gabler, Wiesbaden

267101 Master Seminar Innovation: Human Resource Perspectives (M1 – Master Program 1st Year Entry requirement: Successful completion of Master Course Dimensions of Innovation)

Seminar, 2.00 hours, 4.00 ECTS credits

Tuesday January 07, 2014,	09:15 – 18:00	room: HF 211
Wednesday, January 08, 2014,	09:15 – 18:00	room: HF 211

Lecturer

Allan Macpherson (University of Wisconsin – La Crosse)

Entry requirements

Successful completion of the Master Course Dimensions of Innovation

Course objectives

This seminar is designed to develop student's understanding of theory and practice of organizational learning in a strategic context. They will learn to diagnose, analyze, critique and develop organizational systems and strategies that are intended to develop capability, performance and innovation. In addition, students will acquire knowledge how human resource management can support strategic innovation. The seminar includes presentation of theories, methods and discussion of case studies.

Course description / structure

With special emphasis on a human resource perspective, students will focus on the following topics:

- theories of organizational knowledge and learning;
- dynamic capabilities;
- networks, social capital and innovation;
- communities of practice and integrating learning with work; management the effective transfer and embedding of learning;

Teaching methods

The module will involve a range of teaching strategies including lectures, films, coursework, individual and group activities, and directed reading. The module will include opportunities for student interaction and discussion. The modules will also be complemented by appropriate case studies to allow students to make links between theory and practice.

Grading

To be announced in KUSSS

Required Readings

To be announced in KUSSS

Specialized Management Competence - Module Marketing & International Marketing 1

241041 Master Seminar Advanced Topics in International Marketing (M2 MK – Master Program 2nd Year)

Seminar, 1.00 hours, 2.00 ECTS credits, Fall and Spring

Monday, October 07,	15:30 – 17:00	room: K 034D
Monday, December 09,	13:45 – 20:30	room: K 223B
Monday, January 13, 2014,	13:45 – 17:00	room: K 223B
Monday, January 20, 2014,	15.30 – 17:00	room: MZ 208A

Lecturer

Assist.-Prof. Mag. Dr. Katharina Hofer (Johannes Kepler University, Linz)

Course Concept and Structure

The seminar aims at the critical reflection of issues discussed in the different types of current international marketing literature. In groups, different literature outlets such as scientific journals and teaching materials are analysed according to previously specified topics. The state-of-the art regarding topics in international marketing is presented and discussed in class. Findings of the literature analysis are also provided through a written group report. After that, a workshop integrates the results of the different topics. Finally, an oral or written exam sums up the essence of the seminar.

Course Objectives

- Gaining knowledge and understanding of state-of-the art literature
- Acquiring specific knowledge in current issues of international marketing
- Getting to know databases and search strategies
- Getting to know different types of literature and their purposes
- Identification of current topics in academia and business
- Evaluation and discussion of results

Grading

Participation in class
Presentation and report
Written or oral exam

Required reading

To be announced.

241039 Master Seminar Applied International Marketing (M2 MK– Master Program 2nd Year)

Seminar, 2.00 hours, 4.00 ECTS credits, Fall and Spring

Tuesday, September 24,	10:00 – 11:00	room: HS 17
Wednesday, November 06,	13:45 – 15:15	room: K 223B
Thursday, November 07,	13:45 – 16:15	room: KHG II
Wednesday, November 13,	13:45 – 15:15	room: K 223B
Thursday, November 14,	13:45 – 16:15	room: KHG II
Wednesday, November 20,	13:45 – 15:15	room: K 223B
Thursday, November 21,	13:45 – 16:15	room: KHG II
Wednesday, November 27,	13:45 – 15:15	room: K 223B
Thursday, November 28,	13:45 – 16:15	room: KHG II
Wednesday, December 04,	13:45 – 15:15	room: K 223B
Thursday, December 05,	13:45 – 16:15	room: KHG II
Wednesday, December 11,	13:45 – 15:15	room: K 223B
Thursday, December 12,	13:45 – 16:15	room: KHG II

Lecturer

Prof. Dr. F. Zeynep Bilgin (Marmara University, Istanbul)

Requirements

Students must be enrolled in the Master Program “General Management” and be assigned to “Phase 2” by university officials. If this is not the case, the teacher might control the requirements and decide upon participation.

Course objectives

The core aim of this seminar is to enhance the skills of business students (the future managers) in developing successful strategies for international market environments with a case study approach. With the case analyses it is aimed to improve the critical thinking of the students about various countries, markets and sectors. Because of their promising opportunities, and their challenges to be coped with, emerging markets are placed special emphasis by the selection of the case studies.

The first objective is to give the students the perspective to operationalize the international marketing knowledge with a strategic focus and strategy development for the real business environment. The second objective is to understand the market conditions and challenges for internationalization and market entry for emerging markets and developed markets. The third objective is strategy development for the marketing mix.

Course content

The first week of the course is about how to approach a case, how to understand and solve a case study. Besides, with small in class assignments, the knowledge of the students for solving cases and understanding the real business environments in detail will be enhanced. At the end of this week the students are expected to form their study groups and select the cases from the file presented to them.

The second week is about a short review of important international marketing perspectives that are necessary to incorporate in the case study solving. Based on this knowledge, the students will be able to comprehend the cases assigned to them with an international marketing perspective, start to analyze the cases as to shape creative strategies and critical perspectives for their cases, ask questions about problem areas to the instructor.

From the second week on the students are expected to start to work on their assigned cases.

The third week starts with a discussion of case studies solved by other students in the previous years. Students are expected to present an outline of their first cases.

The fourth –sixth weeks the students present their case studies. For the fourth week, the case analysis should incorporate the following: the operations and globalization attempts of the firm: A PEST or SWOT analysis based on the macro environmental factors affecting the market choice; For the fifth week the focus is more on the discussion of the chosen market entry mode for the selected market; a critical approach to the strategies of the firm; for the sixth week, strategies suggested for international marketing mix, considering the diverse conditions relevant for different market settings such as economy, politics, culture will be presented.

Preparatory work

A preparatory exam will be held in the last week of September (time + date tbd). Preparatory readings will be available at the secretary's office.

Case solving and Grading

The cases can be solved alone or in a group of two people. Each student alone or in a peer group has to make an oral presentation of three different cases using power point program. The students are also expected to be discussant for 3 cases presented by other students or groups.

Besides, another obligation is working international marketing strategies presented in a case or a firm selected by the students in detail.

I. Oral Case Presentation (15 x 3 = 45 pts)

Each student will be required to orally present, as part of a group of 2 people, three case analyses. Prior to the presentation, the group should hand out a detailed (1-2 page) type written outline of their presentation to the class. The case will be assigned by the instructor. Please plan on an approximately 20 minute-long presentation.

II. Discussant Group (10 x 3 = 30 pts)

Each group will be required to lead a discussion of three cases presented by other groups. The discussion follows the presentations immediately. The discussant group's responsibility will be to ask insightful, constructive, and often tough, questions to the group which made the oral presentation. The discussant group should play the role of the executives in charge of making the decision of whether or not to accept the presenting group's recommendation. The discussion group should submit a typewritten copy of their questions, with supporting answers to the instructor prior to the oral presentation.

III. Written Case Analysis or Company Report (20 x 1 = 20 pts)

Each student will be required to submit a written analysis, as a group of 2 people, of one case. Each of these analyses should be about 10-15 double spaced, typewritten pages.

According to the number of students and the number of Austrian students in the class, the written case analysis can be replaced by a "firm strategy analysis" term paper. The instructions to prepare this term paper will be given to the students along with the instructions about how to solve the case study. The students are free to find the firm they want to analyze. They need to run an interview with the export marketing manager of the firm.

The normal program requires three case presentations, three case discussions, one written case report. The number of students enrolled will also determine the number of cases solved and number of students in the groups. When more than 15 students are enrolled, number of cases discussed and presented by groups can be limited to two.

There is a 5 point bonus for attendance and class participation about the cases.

Entry Exam: 30 pts

TOTAL: 100 pts

Required reading

The course material will be available at the secretary's office:

- Selected articles to supplement the cases to be solved as pdf will be presented in a CD.
- Printed case studies from Harvard Business Cases and Thunderbird Cases will be presented in a folder.

Specialized Management Competence - Module Marketing & International Marketing 2

241040 Master Seminar Advanced Topics in B2B-Marketing (M2 MK – Master Program 2nd Year)

Seminar, 1.00 hours, 2.00 ECTS credits, Fall and Spring

Tuesday, 13:45 – 15:15 room: MZ 005A from October 1 st , 2013 until January 28 th , 2014

Lecturer

a. Univ.-Prof. Dr. Thomas Werani (Johannes Kepler University, Linz)

Course Objectives

Students are supposed to acquire the ability to deal with the specific conditions of marketing decisions in business-to-business (B2B) markets. Based on a critical reflection of the state of the art literature, that is supported by short lectures, and by developing applied research papers, students possess the necessary analytical capabilities to successfully solve practical marketing problems of B2B companies.

Course Structure

The course consists of two major parts. In part I, short lectures that are accompanied by class discussions provide the basis for understanding a value-based approach to B2B marketing. The following topics are covered:

- Typologies of B2B transactions
- The value concept as cornerstone of B2B marketing
- Management of customer benefit
- Price management
- Sales Management

In Part II, students are expected to present applied research papers dealing with selected aspects of practical marketing problems in B2B markets.

Expectations

Attendance and active participation are required for all students in order to ensure a thorough understanding of the value-based approach to B2B marketing. Students are expected to stay for the duration of the whole class, and to attend all classes. If for any special reason a student is not able to meet these requirements, s/he has to talk to the lecturer in advance.

Grading

The assessment of the course will be based on:

- Final exam in class (40%) – 60 percent of total points necessary to reach a passing exam grade

- Quality of the applied research paper (40%)
- Paper presentation (20%)

For an overall passing grade, in each of the three assessment categories a passing grade has to be reached.

Required Reading

The reading package can be purchased at the department secretary's office (Managementzentrum, 2nd floor, room 205A) one week before the first session.

Specialized Management Competence - Module Human Resource Management & Organization I

266204 Master Seminar Advanced Topics in Organization: Literature and Practice (M2 HR/ORG/IM – Master Program 2nd Year)

Seminar, 3.00 hours, 6.00 ECTS credits, Fall and Spring

Wednesday, October 02,	08:00 – 21:00	room: SZ 3
Wednesday, October 16,	08:30 – 13:30	room: ESH 1
Wednesday, November 06,	08:30 – 13:30	room: ESH 1
Wednesday, November 20,	08:30 – 13:30	room: ESH 1
Wednesday, December 04,	08:30 – 13:30	room: ESH 1
Wednesday, January 08, 2014,	08:30 – 13:30	room: ESH 1
Wednesday, January 22, 2014,	08:30 – 13:30	room: ESH 1
Thursday, January 23, 2014,	08:00 – 21:00	room: SZ 3

Lecturer

A.Univ.-Prof. Mag. Dr. Robert Bauer (Johannes Kepler University, Linz)

Course content

Topic: Industrial Creativity: Creative Processes in Organizational Contexts

As early as 1912, Schumpeter identified innovation as the driving force in economic growth and development. Yet, only recently — as off-shoring and automation are commoditizing knowledge-intensive routine labour and consequently increasing the pressure for innovation in economically and technologically evolved societies — innovation has moved to the centre stage.

This seminar offers an opportunity to explore what is arguably the inner core of industrial creativity, namely processes of creation through which, so to speak, the new comes into the world. What's more it invites students to actively investigate how organizational contexts influence the unfolding of creative processes.

This seminar is held in collaboration with Ars Electronica Futurelab, an internationally renowned creative agency. In a three-step approach the seminar allows students to go from acquiring knowledge to reconfiguring and generating knowledge — most importantly by conducting a field study at Ars Electronica Futurelab.

Course Objectives

- Students understand creative processes in industrial contexts — their importance, preconditions and (limited) manageability.
- Students acquire scientific knowledge from primary sources and critically reflect on it. They elicit academic literature's practical implications and convincingly present their own position regarding topical aspects of (managing) industrial creativity
- Students can independently review the extant literature on specific aspects of industrial creativity and present their findings in a scholarly and practically well-informed fashion.
- Students, individually and as a team, are capable of working together with a leading-edge client organization.

Tentative Course Design and Schedule

Phase 1 — Introduction: Creative Processes

Phase 1 introduces students to current models of creative processes in industrial settings.

Workshop 1: October 2, 8.30 – 12.30 and 15.30 – 20.00

Readings:

- Cooper, R. G. 2001. Winning at New Products. New York: Perseus. Chapter 5.
- Cooper, R. G., Edgett, S. J., & Kleinschmid, E. J. 2002. Optimizing the Stage-Gate Process: What Best-Practice Companies Do I & II. *Research Technology Management*, 45(5): 21-27 & 45(6): 43-49.
- Maletz, M. C. & Nohria, N. 2001. Managing in the Whitespace. *Harvard Business Review*, 79(2): 103-111.
- Isaksen, S.G. & D.J. Treffinger (2004): Celebrating 50 Years of Reflective Practice: Versions of Creative Problem Solving. *The Journal of Creative Behavior*, 38/2, pp. 75–101
- Bauer, R. M. & Eagan, W. M. 2008. Design Thinking — Epistemic Plurality in Management and Organization. *Aesthesis*, 2(3): 568-596. Bauer, R. M. & Eagan, W. M. 2010. Designing — Innovation at the Crossroads of Structure and Process. In: Shamiyeh M. (ed.) (2010). *Designing Desired Futures — How Design Thinking Changes Business*. Basel: Birkhäuser, pp. 145–163.

Reflective Essay due October 12, 14.00

Phase 2 — Literature Review: Organizing for Innovation

Phase 2 relies on literature reviews carried out by students (research papers and presentations). It is aimed at sharing knowledge about creative processes' organizational contexts, which is a necessary requirement for the subsequent field study.

Exemplary topics for research papers:

- Improvisation and Semi-Structure	- Structural Ambidexterity
- Contextual Ambidexterity and Rhythm	- Innovating through Interorganizational Collaboration
- Measuring Innovation	- Adhocracies: Structuring for Shaping Knowledge
- Neo-Institutional Perspectives on Innovation	- Organizing for Designing

Concept due October 21, 17.00

Workshop 2: November 6, 8.30 –18.00

Phase 3 — Action Research: Creative Processes at AEC Future Lab

Phase 3 comprises a field study examining creative processes at an internationally renowned creative agency and sharing the research findings with the client organization.

Workshop 3.1 — Kick-Off & Data Collection: November 20, 9.00 – 19.00

Readings: tba

Coaching: December 4, 8.30 – 11.00

Workshop 3.2 — Data Analysis & Client Feed Back: January 22, 9.00 – January 23, 21.00

Specialized Management Competence - Module Human Resource Management & Organization 2

267015 Master Seminar Leaders, Groups, and their Organizational Environment (M2 HR/ORG/IM – Master Program 2nd Year)

Seminar, 3.00 hours, 6.00 ECTS credits, Fall and Spring

Wednesday, October 16,	10:15 – 18:00	room: KEP 1
Friday, October 18,	09:15 – 18:00	room: KEP 1
Monday, November 04,	10:15 – 18:00	room: ESH 2
Tuesday, November 05,	09:15 – 13:30	room: KHG II

Lecturer

Prof. Dr. Rupert Hasenzagl (Johannes Kepler University, Linz)

Course objectives

The aim of the course “Leaders, Groups and their Organizational Environment” is the reflection of experiences and theories in the field of leadership, especially the following topics:

- The function of leadership within organizations
- The approaches to explain effects and impact of leadership
- The role of groups played in success of leadership
- Leadership and the organizational environment

Teaching methods

Step 1: Action learning to generate experiences, reflection of the experiences and modeling of explanatory approaches

Step 2: Integration of the approaches into recent leadership theories

Attention

Both steps include action learning and experience orientated approaches. Therefore compulsory attendance is required all the time!

Grading

- Oral mark concerning the action learning phase
- Group presentation of specific topics
- Individual reflection paper

All parts are required to be positive to pass the course.

Required reading

Reader will be distributed between step 1 and step 2.

247030 Master Seminar Global Strategic Management (M2 HR/ORG/IM – Master Program 2nd Year-first half of semester)

Seminar, 2.00 hours, 3.00 ECTS credits, Fall and Spring

Saturday, October 05,	08:30 – 11:00	room: BA 9909
Saturday, October 19,	08:30 – 12:45	room: BA 9909
Friday, November 08,	14:30 – 17:15	room: BA 9909
Saturday, November 09,	08:30 – 11:45	room: BA 9909
Friday, November 22,	14:30 – 16:15	room: BA 9909

Lecturer

Dr. Stefan Leitl (Johannes Kepler University, Linz)

Course objectives

This course aims at developing strategic thinking in a global context. The main objectives of this course are:

- To introduce students to the domain of international strategy and global strategic management;
- To understand the processes of strategy formulation and their implementation in a global setting;
- To be aware of competing arguments behind a number of strategic approaches and to find criteria for choosing a specific strategy;
- To learn to work together, to discuss and to decide as a team.

Upon completion of this course, students should have:

- The ability to conduct a strategic analysis in a global setting;
- The ability to select and critically apply analytical frameworks and tools;
- The knowhow to obtain and analyze information which will aid decision making;
- The ability to analyze cases which approximates closely to the rapid analysis of global business situations.

Course structure

Utilizing a teaching approach that mixes cases and class discussions, students will learn key concepts and frameworks used in crafting and implementing global strategy. The reading will give you a broad picture of what global strategy is about. Furthermore, this course will provide students with the opportunity to sharpen the written and oral presentation competencies. The course contains two regular case teaching sessions and two competitive case sessions. Preparatory questions will be assigned along with all teaching case sessions. Students are expected to analyze the case within their working group before coming to class and to prepare a Power Point presentation summarizing their key findings. The slides form the basis for the student assessment, as well as for the discussion of the cases in the class. In each of two competitive case sessions, two groups (thus, competing session) will be asked to present their case analysis and strategic recommendation for the case at hand. Students will also need to provide a written case analysis before the presentation, which will be made public to the group for comments and discussion.

Competing Case Assignment: Each student group is expected to hold one competitive presentation in any of the two competing case sessions.

Teaching Case Assignment: Each group is required to discuss and prepare the cases specified in the course outline for the respective sessions. For each teaching case assignment, groups may be asked at random to present their findings to the class.

No late assignments will be accepted under any circumstances.

Grading

Group Level (50 %)

- Analysis for Teaching Cases (20%)
- Analysis for Competing Cases (30%)

Individual Level (50 %)

- Written Exam (50 %)

Students will be assessed on:

- Their knowledge on the content domain of Global Strategic Management;
- Their ability to understand the strategic issues in the cases they present, to use the appropriate analytical techniques and to marshal the relevant data;
- The quality of the presentations, the written reports and the examination questions; by quality in this context we mean the clarity and persuasiveness of each bit of work;
- This implies an ability to work in teams;
- Students failing to participate in their teams will lose the marks for that piece of work. In order to complete the course, students have to reach more than 50% in each category and more than 60% across all categories.

247034 Master Seminar Advanced Topics in Global Strategic Management (M2 HR/ORG/IM – Master Program 2nd Year-second half of semester)

Seminar, 1.00 hour, 3.00 ECTS credits, Fall and Spring

Thursday, December 05,	10:15 – 13:30	room: KHG I
Friday, December 06,	10:15 – 13:30	room: MT 327
Thursday, December 12,	10:15 – 13:30	room: KHG I
Friday, December 13,	10:15 – 13:30	room: MT 127
Friday, January 10, 2014,	10:15 – 11:45	room: K 224B
<i>Special registration period: 29.11. - 3.12.2013</i>		

Lecturer

Mag. Anna Strutzenberger (Johannes Kepler University, Linz)

Entry requirements

Successful completion of the course “Global Strategic Management”.

Course objectives

- To understand and manage key strategic issues facing multinational companies (MNCs).
- To discuss strategic considerations of the MNC, in particular with regards to corporate entrepreneurship and innovation and to consider where strategy is made within the MNC.
- To comprehend the different roles and goals of headquarters and subsidiaries within the MNC, their agendas, tactics and strategies.
- To grasp the headquarters-subsidiary relationship and its impact on initiatives started by subsidiaries.
- To understand the concept of subsidiary initiatives, the levels and stages they have to undergo and how they contribute to strategy-making as well as the innovation and profitability of the MNC.

Course structure

The course centers on the topic of corporate entrepreneurship and innovation within the multinational company by focusing on subsidiary initiatives. Strategic initiatives by subsidiaries are entrepreneurial processes developing over several stages (antecedents, execution, outcomes) and across multiple levels (individual, organization, network), e.g. the development of a new product, the initiation of a project or the improvement of a process. Students will be confronted with both the headquarters’ as well as the subsidiaries’ point of views with regards to subsidiary initiatives.

In the first session, the concept of subsidiary initiative will be introduced on a theoretical as well as a practical basis. A specific focus will be put on how on the one hand subsidiary managers and on the other hand headquarters managers perceive the process during which an initiative unfolds and which challenges and obstacles the initiative faces on its way to being realized. The second session further involves the students as they themselves will have to act out the roles of subsidiary and headquarters managers in negotiating the execution of a subsidiary initiative.

The remaining two sessions will be used to discuss the conducted role-play and elaborate on the theories and empirical evidence which help to further unravel the subsidiary initiative process within the MNC.

Students have to prepare for the role-play taking place in the second session during which they will develop a strategy on how they are going to deal with subsidiary initiatives (either from a subsidiary’s or a headquarters’ point of view). In addition, students will be asked to prepare an article related to the topic which they will present to their colleagues (write a short paper and make a PPT presentation) in the third or fourth session. Finally, a written exam will take place in the last session and cover the theoretical inputs discussed in class.

Grading

Individual: Exam	70%
Group: Article presentation	30%

Required readings

The readings are available as a reading package at the department’s secretary’s office (HF 224).

**247035 Master Seminar International Business Project
(M2 HR/ORG/IM – Master Program 2nd Year)**

Seminar, 3.00 hours, 6.00 ECTS credits, Fall and Spring

Wednesday, October 02,	12:00 – 15:15	room: K 012D	
Wednesday, October 09,	12:00 – 13:30	room: BA 9907	
Tuesday, October 22,	<i>to be announced</i>	<i>Virtual Simulation ViBu</i>	
Tuesday, November 05,	<i>to be announced</i>	<i>Virtual Simulation ViBu</i>	
Wednesday, November 06,	12:00 – 13:30	room: MT 327	
Wednesday, November 27,	12:00 – 15:15	room: K 012D	<i>Virtual Class Adobe</i>
Wednesday, December 04,	12:00 – 15:15	room: K 012D	

Lecturer

A.Univ.Prof. Dr. Iris Fischlmayr (Johannes Kepler University, Linz)

Entry requirements

Students must be enrolled in the Master Program “General Management” and be assigned to “Phase 2” by university officials. If this is not the case, the teacher might control the requirements and decide upon participation. Further, successful completion of the course “Master Course Dimensions of Innovation”.

Course structure

The course consists of three different types of classes:

- 1) Face-to-face classes
- 2) ViBu RealGame™ classes
- 3) Webconferencing classes

In the ViBu RealGame™ classes, students will be assigned to virtual multicultural teams with students from Stern Business School at NYU (New York, USA), Gadjah Mada University (Indonesia), TU Kaiserslautern (Germany), Copenhagen Business School (Denmark), Turku School of Economics (Finland), University of Melbourne (AUS), Bentley University (Boston, USA), Indian Institute of Management (Bangalore, India) and several others, and function as different companies which are either dependent on each other or compete with each other. Students are assigned to multicultural groups in order to enhance learning outcomes. They will be given basic information required for taking part in the online business game ViBU RealGame™ and to use web conferencing tools. Time zone differences will put a special challenge to that type of experience.

In the Web conferencing class, students will experience having a seminar held on a virtual basis via Adobe Pro Connect Meeting, thus, by participating in front of one’s own computer from any location.

Both types of virtual classes are initiated in an introduction class where students get familiar with different tools enabling virtual collaboration. After each type of virtual class, experiences and learnings will be intensively reflected in the classroom.

In both the face-to-face and the virtual classes, students will be confronted with different aspects of doing business internationally, and in particular also by relying on ICT. Chances and drawbacks for various functional areas and business flows in an international company will be discussed. This will be enhanced by specific literature and discussions.

The seminar language is English. Attendance is mandatory during ALL class sessions, both the face-to-face, the virtual ones. Students are expected to stay for the duration of the whole class, and attend all classes. Missing a session leads to a negative grade.

Course objectives

- To make students familiar with today’s business world, which is becoming more and more global and also virtual.
- To provide students with a learning environment that allows for experiencing the benefits and challenges of multicultural and virtual team work, and to give them a chance to reflect on these experiences intensively.
- To enable students to acquire a holistic picture of activities of an internationally operating company by participating in an online business game over different time zones.
- To give students the opportunity to acquire skills required for virtual collaboration, by both participating in virtual teams and by having online seminars supported by the web conference tool Adobe Pro Connect Meeting.
- To provide a better understanding of different issues regarding internationalization from different perspectives.

Grading

ViBu Assignments 30P

- Individual Reflection (10P)
- Group Tasks (10P)
- Individual Reflection (10P)

Individual Seminar Paper 30P

Short Tests 20P

Group Seminar Paper 20P

In each of the categories, 50% of the points have to be reached in order to be able to pass the course. For a positive grade, 60% of the overall points (100) are required.

Required reading

The reading package can be purchased at the department secretary's office (Hochschulfondsgebäude, 2nd floor, room 224) from the beginning of October on.

Advanced Electives – Subject Interpersonal Skills

247041 Master Seminar Intercultural Competence (M1 – Master Program 1st Year)

Seminar, 2.00 hours, 2.00 ECTS credits, Fall and Spring

Friday, October 04,	12:00 – 15:15	room: HF 9905
Friday, October 11,	12:00 – 17:00	room: KG 712
Friday, November 15,	12:00 – 17:00	room: KG 712
Friday, December 6,	12:00 – 17:00	room: KG 712
Friday, January 17,2014,	12:00 – 15:15	room: HF 9905

Lecturer

Dr. Alma Šehić (Johannes Kepler University, Linz)

Course structure

Intercultural competence is best learnt in practice. Therefore, the seminar design is very interactive and builds on the cross-cultural composition of the student body. Be prepared to bring your personal experiences to class and share them with your classmates. During the course we will get to know the other group members' cultural backgrounds, values and work behavior. There will be room for discussion and reflection in order to facilitate the individual learning process.

There will be a culture simulation allowing students to experience cultural awareness and misunderstandings, cultural learning and integration first hand. An intensive reflection phase rounds off the exercise. Three sessions are devoted to models and theories related to intercultural competence. For these sessions, it is absolutely necessary to prepare well, i.e. read the required texts, in order to be able to contribute effectively.

Groups of about four students conduct projects on seminar-related topics and present their findings in class during the final seminar session. Furthermore, students are asked to write two reflective essays over the course of the seminar in order to deepen their intercultural learning. Such essays should combine and integrate personal opinion/experience with what was learnt in class.

The teaching language is English. Attendance and active participation are required for all students to this seminar in order to ensure valuable and insightful discussions. Students are expected to stay for the duration of the whole class, and attend all classes. If for any special reason a student is not able to meet these requirements, s/he has to talk to Alma Šehić in advance.

Course objectives

- To provide students with a learning environment that allows for experiencing the benefits and challenges of intercultural encounters
- To enable students to understand, evaluate and apply different models and theories related to intercultural competence
- To deepen students' intercultural understanding by helping them reflect on the experiences made in class

Grading

The assessment of this course will be made based on three requirements:

- Group project 40%
- Two reflective essays (20% each) 40%
- Class participation 20%

For a passing grade you must obtain at least 50 per cent in each of the three categories and at least 60 per cent of the total points.

Required reading

The reading package can be purchased at the department secretary's office (Hochschulfondsgebäude, 2nd floor, room 224).

267103 Master Seminar Team Development & Group Dynamics (M1 – Master Program 1st Year)

Seminar, 2.00 hours, 2.00 ECTS credits, Fall and Spring

Thursday, October 17,	09:30 – 14:30	room: HF 211
Friday, October 18,	09:15 – 14:30	room: KHG II
Thursday, November 14,	09:30 – 14:30	room: HF 211
Friday, November 15,	09:15 – 14:30	room: MZ 005B

Lecturers

Mag.^a Irina Koprax, Ass.Prof.ⁱⁿ Dr.ⁱⁿ Barbara Müller (Johannes Kepler University, Linz)

Course objectives

Upon successful completion of this course, students will possess advanced knowledge of the interaction of forces in teams. They will be able to contribute to teams, coordinate teams efficiently and in a targeted manner. They will be familiar with group dynamics processes and roles in teams, and they will have gained experience with the need for teamwork in connection with leadership. Students will also be able to understand topics from the fields of integrated communication, gender and diversity arising in connection with leadership and teamwork-management.

Course description / Course structure

Theory-based competencies in self-management; experiencing and understanding interpersonal processes and group dynamics; combining insights from personal experiences with theoretical background of groups and leadership; dimensions of collaboration of groups and organizations across cultures and genders; instruments and skills to handle social processes in projects and innovations

Teaching methods

The interactive course introduces basics through core lectures. Additionally, group presentations, several case studies and management simulations including group discussions facilitate experience-based learning.

Grading

Team assignments with oral presentations and a written homework are graded.

Required reading

Will be provided in class.

Important

Important

Important

Important

In case of changes to the schedule or other important correspondence concerning the courses, emails will be sent via the KUSSS-system. Therefore, please ensure that your email address in the KUSSS-system is one that you are checking on a regular basis.



Faculty of Business, Economics and Social Sciences

ECONOMICS – BACHELOR LEVEL

Department of Economics

239134 Managerial Economics

Course, 2.00 hours, 3.00 ECTS credits, weekly

Thursday, 10:15 – 11:45, room: HS 1 from October 3, 2013 until January 23, 2014
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Lecturer

Dr. Rudolf Winter-Ebmer (Johannes Kepler University, Linz)

Entry requirements

Students are required to have a good command of the English language, a good knowledge of mathematics and basic knowledge in the field of economics.

Course description

The course in Managerial Economics will give a short introduction into economic topics which are important for business students and applied economists at the Bachelor level. The main issue is to show how rigorous modeling can help to understand important phenomena in business enterprises. Economic principles can assist in focusing and organizing ideas, to explain real world behavior and to make well-informed decisions.

Course content

Topics from Industrial Organization:

- Theories of choice, uncertainty, risk and intertemporal decisions
- Game theory, organization of markets, market entry
- Business strategy in different market structures: competition, monopoly and oligopoly
- Special topics of multi-plant firms
- Transfer prices

Topics from Organization and Management of Firms:

- Organization principles, efficiency, transaction costs
- Problems of private information: insurance, moral hazard, adverse selection, signaling
- Performance incentives, Principal-Agent Problems
- Personnel and Human Resources Management, Compensation systems and motivation

Grading

2 exams and additional exercises (problem sets with examples and discussion of cases)

Reading

Mansfield, Edwin et al: Managerial Economics, 6th edition, Norton, NY, 2005.

More info on updates via: <http://www.econ.jku.at/2061/>

239108, 239110 Balance of Payments and Exchange Rates

Course, 2.00 hours, 3.00 ECTS credits, twice a week

239108: Monday and Wednesday, 13:45 – 15:15, room: HS 9 (Monday) and HS 18 (Wednesday) from October 2, 2013 – January 29, 2014
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239110: Monday and Wednesday, 15:30 – 17:00, room: HS 9 (Monday) and HS 18 (Wednesday) from October 2, 2013 until January 29, 2014
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Lecturer

Prof. Joseph Francois, Ph.D. (Johannes Kepler University, Linz)

Entry requirements

Students are required to have a good command of the English language, a good knowledge of mathematics and basic knowledge in the field of economics.

Course objectives

This is an introductory course to the core field of "Balance of Payments and Foreign Exchange Markets." Students will be introduced to the monetary aspects of a country's international economic transactions. They will get to know the meaning of important concepts like the balance of payments, the exchange rate, currency markets, international capital mobility, purchasing power parity, and interest rate parity. This will enable them to better understand and interpret recent developments in international financial markets, and understand the implications for government and business policy markets. Specifically we shall address the policy options available to governments in the present era of economic globalization, especially with respect to international currency systems (flexible vs. fixed exchange rates, currency unions)

Course content

For lectures, we cover a systematic representation of all foreign transactions (international trade, international capital turnover) of an economy in the balance of payments. Relationship between these transactions and domestic investment and savings, as well as the domestic government budget deficit. Incentives for foreign exchange transactions, with special emphasis on international capital flows, interest rates and currency risk. Impact of exchange rate movements on domestic goods market and domestic employment. Balance of payments equilibrium under fixed exchange rates. Monetary and fiscal policy towards internal and external equilibrium at fixed and flexible exchange rates. Essential problems of alternative currency systems with special emphasis on the European Monetary Union.

Grading and assessment

Midterm and final examination, participation and attendance

Required reading

Basic reference:

- Paul Krugman and Maurice Obstfeld: International Economics: Theory and Policy, Pearson, 8th edition (2008).

More info on updates via: <http://www.econ.jku.at/493/>

239329 Economic Growth**[Struktur und Wachstum der Wirtschaft]**

Course, 2.00 hours, 4.00 ECTS credits, weekly

Wednesday, 13:45 – 15:15, room: BA 9908
from October 2, 2013 until January 29, 2014

Lecturer

Prof. Dr. Landesmann Michael (Johannes Kepler University, Linz)

Entry requirements

Students are required to have a good command of the English language, a good knowledge of mathematics and should have covered basic courses in macroeconomics and microeconomics.

Teaching language

English

Course aims

This is a course on the advanced theory of economic growth. As growth in today's highly interdependent international economy does not take place in an isolated national (or regional) setting, we emphasize in this course the interface between economic growth and international economics. We shall also refer to additional empirical analyses of growth processes.

Course topics

Growth theory: An Introduction, The basic Solow-Swan Model, Introducing Technical Progress, The Ramsey Model, Growth with Consumer Optimization, Endogenous Growth Models, Endogenising Technological Change, International Dynamics of Growth, Trade and Growth, Growth and Business Cycles, Growth and Income Distribution, Empirics of International/Regional Growth

Required reading

R.J. Barro und X. Sala-i-Martin: Economic Growth, McGraw Hill; P. Aghion and P. Howitt: Endogenous Growth, MIT Press, G.M. Grossman and E. Helpman, Innovation and Growth in the Global Economy, MIT Press, Aghion P & Durlauf S. Handbook of Economic Growth, North-Holland as well as various articles.

<http://www.econ.jku.at/2285/>

239415 Personnel Economics

course, 2.00 hours, 3.00 ECTS credits, recommended semester: 4-8, weekly

Tuesday, 15:30 – 17:00, room: HS 3 from October 15, 2013 until January 28, 2014
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Lecturer

MMag^a. Drⁱⁿ. Nicole Schneeweis (Johannes Kepler University Linz)

Entry requirements

Basic knowledge of micro-economics

Course objective

The students learn to consider topics in firm organisation and human resource management from an economic perspective.

Course content

This course covers the main topics of Human Resource Management focusing on the principles of modern Personnel Economics. The main aim of the course will be the discussion of economic (analytic) methods that can explain personnel decisions and organizational structures of firms. Topics covered include recruitment decisions, compensation systems, evaluation and promotion strategies, turnover of workers, downsizing, team work, performance pay or training. Throughout the course possible solutions to coordination and motivational problems as well as problems arising from asymmetric information are discussed.

Reading

Edward P. Lazear and Michael Gibbs: "Personnel Economics in Practice", Second Edition, Wiley, 2009.
James N. Baron and David M. Kreps: "Strategic Human Resources - Frameworks for General Managers", Wiley, 1999.
Paul Milgrom and John Roberts: "Economics, Organization and Management", Prentice-Hall, 1992

239132 Advanced Trade Policy

course, 2.00 hours, 4.00 ECTS credits, weekly

Wednesday, 15:30 – 18:45, room: K 012D from October 9, 2013 until January 29, 2014

Lecturer

Dr. Eddy Bekkers (Johannes Kepler University Linz)

Contact

Eddy.bekkers@jku.at and further information at <http://www.econ.jku.at/Bekker>

Course Goals

The goal of the course is to gain a basic understanding of both the traditional and new trade theory. After the course you should be able to explain the main theories and empirical findings from the international trade literature. Also, you should be able to work at a basic level with the (formal) models used in international trade theory.

Course Content

We cover the following themes:

1. Comparative advantage and the Ricardian model	2. Factor abundance
3. Trade and imperfect competition	4. Intraindustry trade and monopolistic competition
5. Economic integration and geography	6. Firm heterogeneity
7. Estimating gravity models	

Grading

Grading will be based on a final exam (80%) and homework sets (20%).

Course Organization

Each week there will be a lecture and 6 classes half of the time will be used to discuss homework sets. Online sources like course slides will be made available through Kuss.

Homework Sets

Students prepare homework sets and should express their willingness to present solutions of each exercise on the blackboard on a list distributed at the beginning of the class. Grading of homework sets is based on the fraction of exercises prepared times the grade of the presentation. Possible grades for the presentation are 1 (100%), 2 (80%), 3 (60%), 4 (50%) and 5 (30%). For example, if a student prepared 80% of the homework sets and got a 2 (80%) for the presentation, the homework set grade is $80\% \cdot 80\% = 64\%$.

ECONOMICS – MASTER LEVEL

239524 Mathematics

Course, 2.00 hours, 4.00 ECTS credits, weekly

Tuesday, 10:15 – 11:45, room: BA 9908 from October 8, 2013 until January 28, 2014
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Lecturer

DDr. Johann Brunner (Johannes Kepler University, Linz)

Course objectives

Students will acquire a better understanding of important mathematical methods applied in economic theory and how to use them.

Course content

Analysis, optimization theory, interest and expansion rates, difference and differential equations, basic concepts of non-cooperative game theory

Methods

Lecture (prepared lecture notes), practice sessions and in-class exercises

Grading

Midterm exams and final written examinations

Required reading

Course script (will be available on first course day)

239526 Mathematics

Intensifying Course, 1.00 hour, 2.00 ECTS credits, biweekly

Thursday, 12:00 – 13:30, room: BA 9908 from October 17, 2013 until January 30, 2014
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Lecturer

Dr.ⁱⁿ. Susanne Pech (Johannes Kepler University, Linz)

Entry requirements

Solid knowledge in microeconomics. The Intensifying course accompanies the course Mathematics (held by Professor Brunner) and should be taken parallel to the course.

Course objectives

The purpose of the Intensifying course is to repeat and practice the mathematical methods discussed in the course 239524 by application to exercises and economic problems. It intends to intensify the knowledge and understanding of essential methods frequently used in economic theory.

Assessment

Active participation in class (Students prepare exercises and present the solutions in class), final written exam

Required reading

Course reader "Mathematics" by Prof. Brunner

Varian, Intermediate Microeconomics, W.W. Norton, New York, 8th ed., 2010

Sydsaeter, K. und P. Hammond, Essential Mathematics for Economic Analysis, Prentice Hall, 3d ed., 2008

239130 Exchange Rate Theory

Course, 2.00 hours, 4.00 ECTS credits, twice a week

Thursday and Friday, 12:00 – 13:30, room: K 001A (Thursday) and K 009D (Friday) from November 21, 2013 until January 31, 2014
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Lecturer

Dr. Octavio Fernández-Amador (Johannes Kepler University, Linz)

Entry requirements

Knowledge of Mathematics at an intermediate level and Statistics at an introductory level is a prerequisite for this course. Background on the topic of International Monetary Economics at the Bachelor's level is convenient (see content of the course Balance of Payments and Exchange Rates).

Course objectives

This course is an advanced course in exchange rate theory. Its goal is to provide students with the deep understanding of international monetary economics. This course is intended for students of the Masters in Economics. Students in the Masters Management and Applied Economics. Students of other areas of specialization such as finance or other programs who are interested in international economics are highly welcome.

Course content

Topics include the analysis of foreign exchange markets and the exchange rate, the main macroeconomic models, and the microstructure approach to exchange rate theory.

Assessment and grading

Before students attend the course, they are asked to study the relevant chapters in the textbook. In class the material is discussed together thoroughly. Take-home assignments will be given to be solved by the students. These will be complemented by a discussion of each assignment in class. A maximum of 20 points from the assignments will account for the final grade. At the end of the semester a final exam (with a maximum of 100 points) will be given. Maximum points in total: 120

Required reading

to be announced in the course

239142 Macroeconometrics

course, 2.00 hours, 4.00 ECTS credits , twice a week

Thursday, October 3 – November 14, 2013,	17:15 – 18:45,	room: K 153C
Friday, October 4 – November 15, 2013,	13:45 – 15:15,	room: K 153 C

Lecturer

Dr. Octavio Fernández-Amador (Johannes Kepler University, Linz)

Entry requirements

Background on Econometrics is necessary. Knowledge of Mathematics and Statistics at an intermediate level is a prerequisite for this course. The course is taught in English

Contact

For questions or issues please contact the instructor.

Course content and objectives

This course is part of the **Masters in Economics** program. It is a course in macroeconometrics with emphasis in time series econometrics. Its goal is to provide students with the deep understanding of the methods used in applied macroeconomics and finance.

This course is intended for students of the Masters in Economics, and for students in the Masters of Management and Applied Economics with some interest in econometrics. Students of other areas of specialization such as finance or other programs who are interested in econometrics are highly welcome.

Content

Topics include univariate and multivariate time series analysis.

Grading

Before students attend the course, they are asked to study the relevant chapters in the textbook. In class the material is discussed together thoroughly. Take-home assignments will be given to be solved by the students. These will be complemented by a discussion of each assignment in class. A maximum of 25 points from the assignments will account for the final grade. At the end of the semester a final exam (with a maximum of 75 points) will be given. Maximum points in total: 100.

Basic reading

ENDERS, W. (2010): Applied Econometric Times Series, Danvers, MA: Wiley, 3rd edition.

(Further details on the content, grading and further readings in the Syllabus of the subject).

Contact

239322 Macroeconomics I

Course, 2.00 hour, 4.00 ECTS credits, weekly

Tuesday, 13:45 – 15:15, room: K 012D
October 1, 2013 – January 28, 2014

Lecturer

Prof. Dr. Landesmann Michael, Mag. Bernhard Schütz (Johannes Kepler University, Linz)

Entry requirements

Students are required to have a good command of English and a good knowledge in the field of micro- and macroeconomics.

Course content

This course will cover various streams of current macroeconomic analysis

Post Keynesian Economics

Real Business Cycle Theory

New Keynesian Economics

Assessment

2 exams

Required reading

Marc Lavoie, Introduction to Post-Keynesian Economics, Palgrave Macmillan.

David Romer: Advanced Macroeconomics; 4th edition, 2012; McGraw-Hill

239405 Econometrics II

Course, 2.00 hours, 4.00 ECTS credits, weekly

Thursday, 10:15 - 11:45, room: HF 9904 and K 127A (please check Kuss for exact details)

Except: Thursday, February 6 from 09:00 – 17:00 room: K 153 C
from October 3, 2013 until February 6, 2014

Lecturer

Dr. René Böheim
(Johannes Kepler University, Linz)

Entry requirements

Students are required to have a good command of the English language.

JKU regular students must have completed the Course and Intensifying Course: “Empirical Economic Research”, 6 ECTS credits as well as the Course and Intensifying Course “Econometrics I”, 6 ECTS credits

Prerequisites

Students should be familiar with basic probability theory, mathematical statistics, and multivariate regression analysis (OLS). Further they should be familiar with the material taught in Econometrics I, covered e.g. by Wooldridge, Jeffery M. (200x), Introductory Econometrics: A Modern Approach, 3rd ed. or higher, South Western College Publishing, Mason (Ohio), Chapters 1-10.

Course objectives

The course's goal is to provide students with an understanding of advanced econometric models and to enable them to deal with empirical work in a critical manner. The methods taught will provide students with a clear idea on how to undertake their own empirical projects (e.g., diploma thesis) and a benchmark on how to critically assess empirical research. The course examines econometric models and discusses in detail issues of specification, identification and estimation. Emphasis is placed on a careful interpretation of empirical results and on the derivation of causal relationships. The EK's focus is on econometric theory and applications are being taught in the accompanying IK.

Course material

The material is mainly Wooldridge, Introductory Econometrics. A few sections are from Angrist and Pischke, [Mostly Harmless Econometrics](#), Princeton University Press. (MHE is recommended for anyone seriously interested in applied micro-econometrics!) Master copies of the additional literature are available from the secretaries' office, room K149D

Assessment

* Participation in class: 10%

* Report 10%

* Replication paper 40%

* Presentation of paper 40%

More info on updates via: <http://www.econ.jku.at/1986/>

239406 Game Theory

Course, 2.00 hours, 4.00 ECTS credits, weekly

Monday, 15:30 – 17:00, room: K 033C
from October 7, 2013 until January 27, 2014

Lecturer

DI DrⁱⁿChristine Zulehner (Johannes Kepler University, Linz)

Entry requirements

Students are required to have a good command of the English language.

Prerequisites

Some mathematical knowledge is required - but no specific mathematical knowledge beyond that taught in high school is needed. An ability to follow (a liking for?) extended logical arguments is essential. I think that the important ideas of game theory are best studied with real examples, supported by theoretical considerations. For this reason, we will discuss games that arise in everyday business situations.

Course objectives

We will learn how to analyze strategic behavior using game theory, focusing on examples from economics and business. For example, we will examine competition in oligopolistic markets and will analyze likely (and unlikely) outcomes of such competition.

Who should take this course?

All students who are interested in strategic behavior, this includes students who are aiming for a managerial career as day-to-day decisions require the analysis of competitors, employees, regulators and other economic agents. In addition, students who consider an academic career in economics or business or intend to work for a government agency.

Course content

Game theory is one box of tools, which we use to model how decisions are made. These models are abstract representations of real-life situations, which makes them very useful in a wide range of situations. In this course we will focus on decision making in economic and business settings, but the ideas of game theory can be applied to almost every situation and are widely used by e.g. psychologists, in political sciences, but also in the natural sciences such as biology. A game in this context is a strategic interaction of players, e.g. competitors deciding about prices, or Bart Simpson deciding on how to beat his sister Lisa in Rock-Paper-Scissors ("Good ol' rock. Nuthin' beats that!").

Assessment

Problem Sets	30 %
Class Participation	10 %
Midterm Exam	30 %
Final Exam	30%

Required reading

Martin J. Osborne, 2004, An Introduction to Game Theory, Oxford University Press.

Alternative:

Robert Gibbons, 1992, A Primer in Game Theory, Prentice Hall.

Martin J. Osborne and Ariel Rubinstein, 1994, A course in game theory, MIT Press. Free download at <http://arielrubinstein.tau.ac.il/books.html> .

Additional literature:

C. Anthony di Benedetto, 1987, Modeling rationality in marketing decision-making with game theory, Journal of the Academy of Marketing Science, Vol.15(4), 22-32. (online on campus)

Not required, but highly entertaining reading:

Dixit and Nalebuff, 2008, The Art of Strategy: A Game Theorist's Guide to Success in Business and Life, Norton.

239419 Game Theory

Intensifying Course, 1.00 hour, 2.00 ECTS credits, biweekly

Tuesday, 15:30 - 17:00, room: K 034D from October 15, 2013 – January 21, 2014
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Lecturer

DI Drⁱⁿ Christine Zulehner (Johannes Kepler University, Linz)

Entry requirements

The Intensifying Course accompanies the Course Game Theory and is aimed at intensifying your knowledge in Game Theory. It should be taken parallel to or after the course; it rarely makes sense to attend the IC before attending the course. Every other week, students will have to prepare exercises and demonstrate the solutions in class.

Prerequisites:

Some mathematical knowledge is required - but no specific mathematical knowledge beyond that taught in high school is needed. An ability to follow (a liking for?) extended logical arguments is essential. I think that the important ideas of game theory are best studied with real examples, supported by theoretical considerations. For this reason, we will discuss games that arise in everyday business situations.

Course description:

Game theory is one box of tools, which we use to model how decisions are made. These models are abstract representations of real-life situations, which makes them very useful in a wide range of situations. In this course we will focus on decision making in economic and business settings, but the ideas of game theory can be applied to almost every situation and are widely used by e.g. psychologists, in political sciences, but also in the natural sciences such as biology. A game in this context is a strategic interaction of players, e.g. competitors deciding about prices, or Bart Simpson deciding on how to beat his sister Lisa in Rock-Paper-Scissors ("Good ol' rock. Nuthin' beats that!").

Aim:

We will learn how to analyze strategic behaviour using game theory, focusing on examples from economics and business. For example, we will examine competition in oligopolistic markets and will analyze likely (and unlikely) outcomes of such competition.

Who should take this course?

All students who are interested in strategic behaviour, this includes students who are aiming for a managerial career as day-to-day decisions require the analysis of competitors, employees, regulators and other economic agents. In addition, students who consider an academic career in economics or business or intend to work for a government agency.

Target group:

Students of Master Economics, Master Management and Applied Economics

Grading: class participation (20%), problem sets (80%)

Literature

- Main reference
 - Martin J. Osborne, 2004, An Introduction to Game Theory, Oxford University Press.
- Alternatives
 - Robert Gibbons, 1992, A Primer in Game Theory, Prentice Hall.
 - Martin J. Osborne and Ariel Rubinstein, 1994, A course in game theory, MIT Press. Free download at <http://arielrubinstein.tau.ac.il/books.html>
- Additional Papers (under construction)
 - C. Anthony di Benedetto, 1987, Modeling rationality in marketing decision-making with game theory, Journal of the Academy of Marketing Science, Vol.15(4), 22-32. (online on campus)
 - (Not required, but highly entertaining reading) Dixit and Nalebuff, 2008, The Art of Strategy: A Game Theorist's Guide to Success in Business and Life, Norton.

239105 Financial Economics and Risk

Course, 2.00 hour, 4.00 ECTS credits, twice a week

Thursday and Friday, 12:00 – 13:30, room: K 001A (Thursday) and K 009D (Friday) from October 3 until November 15, 2013

Lecturer

Dr. Octavio Fernández-Amador

Course objectives

This course is part of in the Masters Management and Applied Economics program and the Masters in Economics program. It is a course on financial economics. Its goal is to provide students with the deep understanding of financial economics.

The course is intended for students of the Masters in Management, Finance or Economics. Students of other areas of specialization who are interested in financial economics are highly welcome. Topics include the analysis of capital markets and financial systems, tools for coping with risk and asset pricing.

Prerequisites

Background on Mathematics at an intermediate level and Statistics at an introductory level is a prerequisite for this course. The course is taught in English.

Content

Topics include the analysis of capital markets and financial systems, tools for coping with risk and asset pricing.

<p><u>I - Finance in a certainty world with a perfect capital market</u></p> <ol style="list-style-type: none"> 1. Consumer financial decisions 2. Creating wealth by investing in a perfect capital market 3. How investors value firms 4. Firm financing decisions in a perfect capital market 5. Firm investment decisions 	<p><u>II - Financial system</u></p> <ol style="list-style-type: none"> 6. Financial systems, governance, and organization 7. Market, intermediary, and internal governance
<p><u>III- Tools for coping with risk</u></p> <ol style="list-style-type: none"> 8. The microeconomic foundations of financial economics 9. Contingent claims and contingency strategies 10. Risk and risk management 11. On choosing risk measures 	<p><u>IV- Selection and pricing of risky assets</u></p> <ol style="list-style-type: none"> 12. Mean-variance portfolio choice 13. Capital asset pricing model 14. The APT and factor models 15. General principles of asset pricing 16. Pricing corporate securities

Grading

Before students attend the course, they are asked to study the relevant chapters in the textbook. In class the material is discussed together thoroughly. Take-home assignments will be given to be solved by the students. These will be complemented by a discussion of each assignment in class. A maximum of 25 points from the assignments will account for the final grade. At the end of the semester a final exam (with a maximum of 75 points) will be given. To compute the final grade, the student must obtain a minimum of 40 points in the final exam. Maximum points in total: 100.

The grading scale will be as follows:

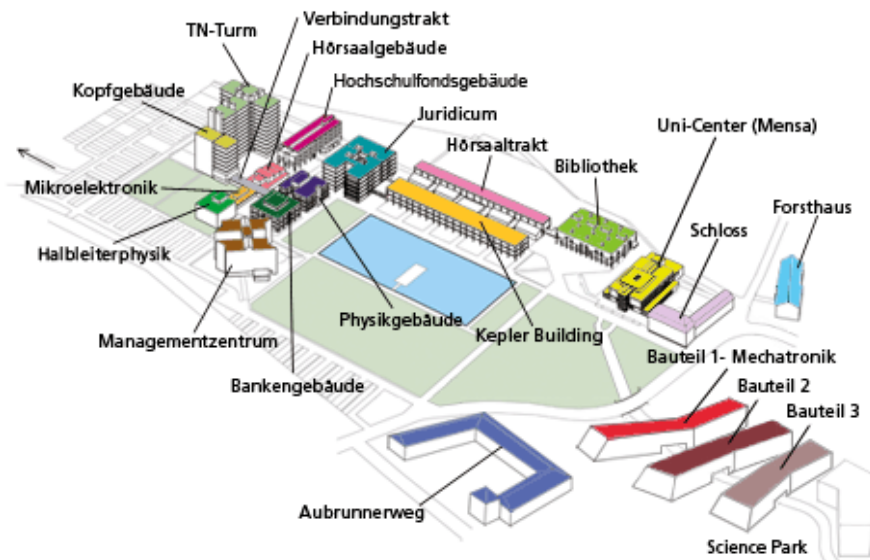
Points Grade	
100 – 90	Very good
89 – 77	Good
76 – 64	Satisfactory
63 – 51	Adequate
50 – 0	Unsatisfactory

Note this follows the Austrian system of scholastic grades. This is a 5-point grading scale, where 'very good' (1) is the best possible grade, 'good' (2) is the next-highest, 'satisfactory' (3) indicates average performance, 'adequate' (4) is the lowest passing grade and 'unsatisfactory' (5) is the lowest and the only failing grade.

Basic reading

FABOZZI, F.J., NEAVE, E.H. and G. ZHOU (20012): Financial Economics, Danvers, MA: Wiley.
 (Further details on the content, grading and further readings in the Syllabus of the subject).

Map of JKU Campus



Auditoriums
(Hörsaal – HS):
HS 1-7:

Keplergebäude (K)
 HS 8: Physikgebäude (P)
 HS 9 & 10: Hörsaalgebäude (HG)
 HS 11-14: TNF-Turm (T)
 HS 15-17: Managementzentrum (MZ)
 HS 18 & 19: Science Park (Bauteil 3)

Abbreviation of Buildings:

B	Bibliothek
BA	Bankengebäude
ESH	ESH-Heim, Julius-Raab-Str. 1-3
F	Freistädterstraße
HA	Hagenberg
HF	Hochschulfonds-Gebäude
HG	Hörsaalgebäude
HP	Halbleiterphysik
HT	Hörsaaltrakt (in Keplergebäude)
J	Juridicum
K	Keplergebäude
KEP	Johannes Kepler Heim, Altenbergerstraße 74
KG	Kopfggebäude
KHG	Katholische Hochschulgemeinde, Mengerstraße 23
MI	Mikroelektronik
MT	Mechatronik Gebäude - Science Park
MZ	Managementzentrum
PE	Petrinum
P	Physikgebäude
RAAB	RAAB-Heim, Julius-Raab-Str. 10
S2	Science Park Bauteil 2
S3	Science Park Bauteil 3
T	TNF-Turm
UC	Uni-Center
USI	Universitätssportinstitut
VE	VOEST BG 01
W	Welserstraße
WO	Wolfauerstraße