



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, March 3,	13:45 – 17:00,	room: MT 127
Monday, March 10,	13:45 – 17:00,	room: MT 127
Monday, March 17,	13:45 – 17:00,	room: K 033C
Monday, March 24,	13:45 – 17:00,	room: K 033C
Monday, March 31,	13:45 – 17:00,	room: MT 127
Monday, April 7,	13:45 – 15:15,	room: K 033C

Lecturers

Mag. Sebastian Wessely (Johannes Kepler University)

Contact

For handing in assignments, questions or problems please contact: 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 prepare students for working in an international, complex and dynamic business environment.
- To grasp the foundations of international business by looking at international trade, trade theories and foreign direct investment.
- To understand which interdependent factors influence decision making in an international context by including the economic, political/legal, cultural, institutional and monetary/fiscal environments.
- To learn how multinational corporations organize their international operations.
- To explore the ambiguity of corporate social responsibility, sustainability and business ethics.
- To develop skills and make use of introduced analysis tools needed to deal with complex problems and decisions in international business and management.
- To bridge the theory-practice divide through gaining practical insights and sharing experiences of guest speakers operating in the international arena.

Course contents

- Introduction to International Business and Globalization
- International Trade, Trade Theories and Foreign Direct Investment
- The International Environment: economic, political/legal, financial, institutional and cultural factors
- The Multinational Corporation: structure, strategy and operations
- Stakeholder Analysis and Corporate Social Responsibility

Course structure

The course is comprised of five sessions (four academic hours each), followed by a sixth session where the final exam takes place.

Throughout the course, a combination of lectures and applied discussions of case studies and / or current events in international business are used to introduce students to the international business environment with its challenges, risks and opportunities. As 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 (3 cases)	40 %
Individual	2 Short Tests (dates not announced)	20 %
Individual	Final Exam	40 %

For a passing grade you need 50% of the points from each assessment and in total at least 60% of the points. The final grade is calculated as follows:

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

Readings

We offer a reading package containing all preparatory readings and the case studies for this course. 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) one week prior to the beginning of the course. Please note that there are preparatory readings already for the first course session.

247003 International Market Entry

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

Monday, May 5,	08:30 – 11:45,	room: HS 11
Monday, May 12,	08:30 – 11:45,	room: HS 11
Monday, May 19,	08:30 – 11:45,	room: HS 11
Monday, May 26,	10:15 – 13:30,	room: HS 11
Monday, June 02,	08:30 – 11:45,	room: HS 11
Monday, June 16,	10:15 – 11:45,	room: HS 11

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 “(Introduction to) International Business“ (or equivalent course taken at home university). Please contact julia.fraundorfer@jku.at or nadja.hochholzer@jku.at one week before the course starts at the latest to provide the necessary information.

Course objectives

- To gain insight into the internationalization process of companies
- To understand and evaluate process 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 an integrating module 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, a simulation, group work and in class discussions.

The first session of this 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 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)

Concepts and theory are learned through an integrated blend of lectures and a market entry simulation. The International Market Entry Simulation will take place in sessions 3 and 4, and it will give students an opportunity to launch and manage a company in a dynamic, growing, international market and expand its presence regionally throughout Latin America.

Grading

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

Level	Assessment	Points
Group	Case studies	10
Group	Strategy for expansion in LA	10
Group	Simulation Outcome	10
Group	Simulation Presentation and Report	20
Individual	Written 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

Gupta, A. K., & Govindarajan, V. (2000). Managing global expansion: A conceptual framework. *Business Horizons*, 43 (2), pp. 45-54

Hambrick, D.C. & Fredrickson, W (2005) . Are you sure you have a strategy? *Academy of Management Executive*, Vol. 19 (4), pp.51-62

Johanson, J., &Vahlne, J.E. (2009). The Uppsala internationalization process model revisited: From liability of foreignness to liability of outsidership. *Journal of International Business Studies*, 40 (9), pp.1411-1431

Hitt, M.A., Ireland, D.R. & Hoskisson, R.E. (2007): *Strategic Management: Competitiveness and Globalization: Concepts*, (7th ed.) Mason : Thompson South-Western. Chapters 2 and 3

Mellahi, K., Frynas, J.G., & Finlay, P. (2005). *Global strategic management*. Oxford: Oxford University Press. Chapter 6.

In order to prepare for the course, students need to do the pre-course reading, which provides a necessary foundation for the simulation.

The reading package includes readings, case study and the license for the simulation and can be purchased at the department secretary's office (Hochschulfondsgebäude, 2nd floor, room 224)

It is obligatory for all students to buy the reader at the Secretary's office as it includes part of the license for the simulation. Texts should be read before the first session.

247009 or 247010 Cross Cultural Management

Seminar, 2.00 hours, 3.00 ECTS credits

247009	Mag. ^a Alma Sehic		
Thursday, March 6,	10:15 – 13:30,	room: MT 226	
Thursday, March 13,	10:15 – 11:45,	room: MT 226	
Thursday, March 13,	12:00 – 13:30,	room: S2 048	
Thursday, March 27,	10:15 – 13:30,	room: ESH 1	
Thursday, April 10,	10:15 – 13:30,	room: ESH 2	
Thursday, May 15,	10:15 – 13:30,	room: MT 226	
Thursday, June 5,	10:15 – 11:45,	room: MT 226	
Thursday, June 5	12:00 – 13:30,	room: S2 048	

or

247010	Dr. ⁱⁿ Alexandra Kaar		
Thursday, March 6,	15:30 – 18:45,	room: BA 9910	
Thursday, March 13,	15:30 – 18:45,	room: BA 9910	
Thursday, March 27,	15:30 – 18:45,	room: BA 9910	
Thursday, April 10,	15:30 – 18:45,	room: BA 9910	
Thursday, May 15,	15:30 – 18:45,	room: BA 9910	
Thursday, June 5,	15:30 – 18:45,	room: BA 9910	

Lecturers

Mag.^a Alma Sehic (Johannes Kepler University)

Dr.ⁱⁿ Alexandra Kaar (Johannes Kepler University)

Contact

For handing in assignments and for questions or problems please contact: alma.sehic@jku.at or alexandra.kaar@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 Content and Structure

The course covers the following topics: Introduction to culture, cross-cultural communication, cultural intelligence, cross-cultural training, cross-cultural leadership, motivation across cultures, multicultural teams, cross-cultural conflict, international assignments, and diversity.

The course takes place from March to June 2014 and includes six thematic sessions. Students are expected to attend all sessions and stay for the whole duration of each session. If for any special reason a student is not able to meet these requirements, s/he has to talk to the lecturer of that particular session in advance.

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 as best as possible. Be prepared to bring your personal experience to class and share it with your classmates.

Requirements and Grading

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

Two short tests	40 points (20 each)
Two reflective essays	40 points (20 each)
Class participation	20 points

For a passing grade students must obtain at least 50 per cent in each category 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).

Short tests (20 points each):

Two times during the course, students write a short test. Each test consists of one question, which is based on the preparatory literature of that or the previous session. Duration 15 minutes.

Reflective essays (20 points each):

Students write two individual essays. A reflective essay should ideally combine and integrate the student's personal opinion/experience with what s/he read and learnt in preparation for the session of that particular week. Both essays count equally for the final grade.

Class participation (20 points):

The multicultural composition of the student body allows for cross-cultural learning from each other. Therefore, students are encouraged to actively participate in class discussions and bring in their opinions as well as their expertise related to their own cultures.

Sessions, Dates, Topics

- 06.03. Introduction to Culture
- 13.03. Cultural Dimensions; Cross-cultural Communication; 1st Short Test (Sessions 1 + 2)
- 27.03. Cultural Intelligence; Cross-cultural Training; 1st Reflective Essay due
- 10.05. Cross-cultural Leadership; Motivation across Cultures
- 15.05. Multicultural Teams; Cross-cultural Conflict; 2nd Short Test (Sessions 4 + 5)
- 05.06. International Assignments and Diversity; 2nd Reflective Essay due

247011 Cross Cultural Management

Seminar, 2.00 hours, 3.00 ECTS credits

Friday, March 7,	8:30 – 11:45,	room: K 034D
Friday, March 14,	8:30 – 11:45,	room: K 034D
Friday, March 28,	8:30 – 11:45,	room: K 034D
Friday, April 11,	8:30 – 11:45,	room: K 034D
Friday, May 9,	8:30 – 11:45,	room: K 034D
Friday, May 23,	8:30 – 11:45,	room: K 034D
Friday, June 13,	8:30 – 11:45,	room: K 034D

Lecturers

Dr.ⁱⁿ Erna Szabo, MBA (Johannes Kepler University)

Contact

For handing in assignments and for questions or problems please contact: 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.

In contrast to the parallel courses 247.009 and 247.010, this course is also specifically designed to support students writing their Bachelor Thesis.

Course Content and Structure

The course covers the following topics: Introduction to culture, cross-cultural communication, cultural intelligence, cross-cultural training, cross-cultural leadership, motivation across cultures, multicultural teams, cross-cultural conflict, international assignments, and diversity.

The course includes an introductory class and six thematic sessions. Students are expected to attend all sessions and stay for the whole duration of each session. If for any special reason a student is not able to meet these requirements, s/he

has to talk to the lecturer of that particular session in advance. 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 as best as possible. Be prepared to bring your personal experience to class and share it with your classmates.

Requirements and Grading

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

Three short tests (the best 2 count for the final grade)	40 points (20 each)
Two reflective essays	40 points (20 each)
Class participation	20 points

For a passing grade students must obtain at least 50 per cent in each category 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).

Short tests (20 points each):

Three times during the course, students write a short test (see time table). Each test consists of one question, which is based on the preparatory literature of that or the previous session. Duration 15 minutes. The best two tests count for the final grade.

Reflective essays (20 points each):

Students write two individual essays (see time table). A reflective essay should ideally combine and integrate the student's personal opinion/experience with what s/he read and learnt in preparation for the session of that particular week. Both essays count equally for the final grade.

Class participation (20 points):

The multicultural composition of the student body allows for cross-cultural learning from each other. Therefore, students are encouraged to actively participate in class discussions and bring in their opinions as well as their expertise related to their own cultures.

Dates, Topics

07.03. Course Opening (Administration and Info Bachelor Thesis)

14.03. 1. Introduction to Culture

28.03. 2. Cultural Dimensions; Cross-cultural Communication; 1st Short Test (Sessions 1 + 2)

11.04. 3. Cultural Intelligence; Cross-cultural Training; 1st Reflective Essay due

09.05. 4. Cross-cultural Leadership; Motivation across Cultures, 2nd Short Test (Sessions 3 + 4)

23.05. 5. Multicultural Teams; Cross-cultural Conflict; 2nd Reflective Essay due

13.06. 6. International Assignments and Diversity; 3rd Short Test (Sessions 5 + 6)

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: HF 9904
March 11 th to June 24 th , 2014	

or

247007	Mag. ^a Ivana Pereira Goulart
Tuesday, March 4,	13:45 – 15:15, room: BA 9909
Tuesday, March 11,	13:45 – 15:15, room: BA 9909
Tuesday, March 18,	13:45 – 15:15, room: BA 9909
Tuesday, March 25,	13:45 – 15:15, room: BA 9909
Tuesday, April 1,	13:45 – 15:15, room: BA 9909
Tuesday, April 8,	13:45 – 15:15, room: BA 9909
Tuesday, May 6,	13:45 – 15:15, room: BA 9909
Tuesday, May 20,	13:45 – 15:15, room: BA 9909
Tuesday, June 17,	13:45 – 15:15, room: BA 9909

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].

247043 Special Topics in International Management – Strategic People Management in a Multinational Context

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

Monday, May 26,	08:30 – 10:00,	room: K 009D
Monday, June 2,	17:15 – 18:45,	room: K 009D
Tuesday, June 3,	15:30 – 18:45,	room: BA 9907
Wednesday, June 4,	09:15 – 17:00,	room: T 406/1
Thursday, June 5,	08:30 – 15:15,	room: ESH 2
Monday, June 16,	08:30 – 10:00,	room: K 009D

Lecturer

Kristiina Mäkelä, PhD (Aalto University School of Business, Finland)

Contact

For handing in assignments and for questions or problems please contact: kristiina.makela@aalto.fi

Entry requirements

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

Course objective

The Strategic People Management course exposes students to the intersection between competitive strategy and international human resource management. People are considered as one of the most, if not the most, important resources for the global competitiveness of firms, and yet the challenge of effective people management is greatest in multinational firms operating across very different geographical, cultural and institutional environments. After the course, students should be able to

- identify the forces that shape the strategic global-local dilemma and the implications it has to people management
- understand the challenges facing multinational firms in managing people across borders; in particular those related to performance, talent management and expatriation
- understand how multinational firms can facilitate value creation through the means of social architecture and internal knowledge sharing

Course structure

The course is run as an intensive module across six days, and will consist of interactive lectures covering key concepts and theories, practical exercises, and reflection. The students will be required to write three short pre-assignments, and an individual learning diary throughout the course, both of which will be graded. Furthermore, the students will work with short case exercises in class; these will be done in small groups and form a part of the final grade. Finally, there will be an exam after the course, covering the entire lecture material. Student attendance is compulsory throughout, and the language used in the lectures, various assignments and the exam is English.

Grading will be based on the following categories:

Pre-reading assignments & related class exercises	20 points
Learning diary	10 points
Case exercises	20 points
Class activity	10 points
Final exam	40 points

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 exam 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-READING ASSIGNMENTS

The following four articles are assigned as pre-reading for the class. The purpose of the pre-readings is for the students to familiarize themselves with two key topics, which will be necessary for an active participation in class-discussions and case assignments. **THE PRE-ASSIGNMENTS WILL BE GRADED, AND NEED TO BE HANDED IN ON THE FIRST LECTURE.**

Pre-assignment 1: Talent management

- Cappelli, P. (2008) Talent Management for the Twenty-First Century. Harvard Business Review, March: 74-81.
- Fernández-Aráoz, C., Groysberg, B. & Nohria, N. (2011) How to Hang on to Your High Potentials. Harvard Business Review, October: 76-83.
- Stahl, G. Björkman, I., Farndale, E., Morris, S., Paauwe, J., Stiles, P., Trevor, J. & Wright, P. (2012). Six principles of global talent management. MIT Sloan Management Review, 53(2), 25–32.

Read Cappelli (2008), Fernández-Aráoz et al. (2011) and Stahl et al. (2012), and answer the following questions:

1. What is talent management?
2. Are there any differences in how the three articles see talent management?
3. How can you manage talent in large multinational organizations?

Required format: 3-5 Powerpoint slides. Paper copies of the Powerpoint slides to be returned at the start of the lectures.

Pre-assignment 2: Facilitating innovation

- Lafley, A.J. (2008) P&G’s innovation culture. Strategy + Business, 52(autumn). Booz & co. Retrieved April 16, 2013 from <http://www.strategy-business.com/article/08304?pg=all>
- Cross, R., Liedtka, J. & Weiss, L. (2005) A Practical Guide to Social Networks. Harvard Business Review, March: 124-132.

Read Cross et al. (2005) and Lafley (2008), and answer the following questions:

1. Based on Lafley (2008): How did P&G seek to facilitate innovation? Why? What were they trying to achieve?
2. Based on Cross et al. (2005): How did Novartis seek to facilitate innovation? Why? What were they trying to achieve?
3. In what ways were the two approaches similar and/or different?

Required format: 3-5 Powerpoint slides. Paper copies of the Powerpoint slides to be returned at the start of the lectures.
 In addition, several cases will be used for the case assignments. These will be provided before the course and you will need to read them carefully before the case sessions.

247047 Special Topics in International Management – Leadership in Global Organizations

Intensive Course, 2.00 hours, 3.00 ECTS credits

Monday, March 31,	17:15 – 18:45,	room: T 212
Tuesday, April 1,	10:15 – 13:30,	room: ESH 1
Wednesday, April 2,	08:30 – 11:45,	room: T 642
Thursday, April 3,	10:15 – 13:30,	room: HS 12
Monday, April 7,	17:15 – 18:45,	room: T 212
Tuesday, April 8	10:15 – 13:30,	room: ESH 1
Wednesday, April 9,	08:30 – 11:45,	room: T 642
Thursday, April 10,	13:45 – 15:15,	room: T 212

Lecturer

Professor Eeli Saarinen, (Turku School of Economics, University of Turku)

Contact

For handing in assignments and for questions or problems please contact: eeli.saarinen@utu.fi

Entry requirements

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

Course objective

This course will take a contemporary approach to leadership theories and discuss them in relation to organizational design. By the end of this course students will be able to:

- summarize tentative and relational approaches to leadership theories and their relevance in modern global business environment.
- summarize the practical role of management as well as leadership in modern knowledge-intensive organizations
- make valid comparisons between different kinds of approaches to organizational design and be able to identify different challenges that are related to different organizing logics
- evaluate practical solutions to these challenges

Course content

Many of the success stories that we have heard about lately actually stem from non-traditional leadership and organizational thinking (e.g. Finnish game-company Supercell, founded 2010, and valued for 3 billion dollars three years later). Lectures focus on the new form of (knowledge-intensive) work and how it reflects to organizational thinking and leadership. Taking a multidisciplinary approach, the lectures enlighten the latest topics in this leadership thinking and organizational design. The aim is to build the discussion upon current leadership and organization theories and then go further to the latest theoretical development and their practical implications. Theoretically the approach to leadership is shifted from building a hero story to socially constructed leadership realities. This also means a shift in the overall perspective of the organizational discussion: a shift from tentative (subject-object dichotomy) to relational approach. Discussions during the course cover themes like *how organizations have changed/are changing in the global business environment, how we should approach organizational design in the change, and what kind of pressure these new forms of organizing put to leadership thinking.*

Teaching Methods and Modes of Study

- Lectures and discussion exercises
- Short reflection papers
- Participation in the lectures is reported by a theory based discussion paper
- Shorter reflections on course articles
- No written exam

Grading will be based on the following categories:

Discussions/Exercises/In-Class Activity (including attendance)	10 points
Reflection Papers	30 points
Theory Based Essay	60 points

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

Institute of Organization

266031 Financing Cultural Events

Seminar, 2.00 hours, 3.00 ECTS credits

Wednesday, March 5,	08:30 – 10:00,	room: K 034D
Wednesday, March 26,	08:30 – 14:30,	room: T 406/1
Wednesday, April 2,	08:30 – 14:30,	room: T 406/1
Wednesday, April 9,	08:30 – 14:30,	room: T 406
Wednesday, April 30,	08:30 – 14:30,	room: ESH 3

Lecturer

Dr. ⁱⁿ Karina Lochner (Johannes Kepler University, Linz)

Course content

As part of a seminar paper several topics in the field of cultural funding will be developed. - eg european / austrian cultural policy; financial needs of cultural and creative industries as well as of regional festivals; financial organization of international tours; legal framework of the cultural and creative sector. The results are presented and discussed in the forum.

Assessment

Active participation, seminar paper, presentation

266002 Cultural Marketing

Seminar, 2.00 hours, 3.00 ECTS credits, weekly

Tuesday,	10:15 – 11:45,	room: S2 053
March 4th to June 24 th , 2014		

Lecturer

Mag.^a Dr.ⁱⁿ Christiane Steinlechner-Marschner (Johannes Kepler University, Linz)

Further details to be announced

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, biweekly

Dates and times to be announced

Lecturer

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

Entry requirements

JKU regular students must have completed the courses "Organization and Innovation", 4 ECTS and "Organizational Theory and Behaviour ",4 ECTS 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, cases discussions, Mock Trial role-play, students' presentations.

Grading

Case study paper & presentation	(40%)
Mock Trial	(30%)
Individual exam	(30%)

Required readings

Will be posted in KUSSS

266005 Competences of Qualitative Organisational Analysis

Seminar, 2.00 hours, 3.00 ECTS credits, intensive sessions

March 10th to March 14th and end of May

Lecturer

Dr. Fabrizio Montanari (University of Modena and Reggio Emilia, Italy)

Entry requirements

JKU regular students must have completed the courses "Organization and Innovation", 4 ECTS and "Organizational Theory and Behaviour ",4 ECTS in addition to 21 ECTS credits from the basic core subjects in Business and Economics.

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

We will deal both with different epistemologies about knowledge production, with techniques and practices on how to conduct qualitative research and collect and analyze qualitative data. We will both discuss the logic behind inductive and grounded study approaches, and we will practically simulate interview situations in order to be better prepared for fieldwork. Part of your time will be devoted to conduct in group a small empirical study either conducting interviews in organizations in the area of Linz, or analyzing webpages and other visual materials.

Course objectives

- Understand the pros and cons of qualitative research methods
- Understand the typical biases which tend to affect a qualitative inquirer
- Learn how to conduct a qualitative study
- Learn how to conduct effective interviews

Research project

Students will be assigned an agreed upon research topic and question. Their responsibility will be to collect data, analyse it, produce a paper of maximum 3,000 words and to present it in class. The quality of the presentation will also be evaluated.

Teaching Methods

Short lectures, discussions, students' presentations, autonomous reading of academic literature, application of qualitative research methods in a research projects.

Grading

Research project: 50%

Presentation of research project: 20% Students will have to present their completed research project in late May (date to be defined)

Exam: 30% (based on readings, lectures, and material provided by the professor) Exam will be held in late May (date to be defined)

Rules of the Game

- 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.

Recommended reading#

John Gill, Phil Johnson (2010), Research Methods for Managers, SAGE [Chapters 1, 2, 5, 7]

266042 Competences of Qualitative Organisational Analysis

Seminar, 2.00 hours, 3.00 ECTS credits

Wednesday, March 5,	13:45 – 17:00,	room: K 223B
Wednesday, March 19,	13:45 – 17:00,	room: K 223B
Wednesday, April 2,	13:45 – 17:00,	room: K 223B
Wednesday, May 7,	13:45 – 17:00,	room: K 223B
Wednesday, May 14,	13:45 – 17:00,	room: K 223B
Wednesday, June 11,	13:45 – 17:00,	room: K 223B
Wednesday, June 18,	13:45 – 17:00,	room: K 223B

Lecturer

Dr. Richard Lang (Johannes Kepler University, Linz)

Entry requirements

JKU regular students must have completed the courses "Organization and Innovation", 4 ECTS and "Organizational Theory and Behaviour ",4 ECTS 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: richard.lang@jku.at

Course objective

- Familiarizing students with context-sensitive, qualitative methods for organisation and innovation research

- Students learn how to develop and apply a qualitative research design and present results of case research in oral and written form.

Course content

- Key concepts in social innovation research
- Context-sensitive case analysis
- Techniques for qualitative data collection and analysis
- Applying these techniques in a group research project
- Written and oral presentation of research results

Grading

- Active in-class participation (30%)
- Group case presentation (20%)
- Exam (20%)
- Research report (30%)

Centre for Business Languages and Intercultural Communication

547E52 Seminar Guest Professor English (C2): Aspects of Chinese Business and Culture

Seminar, 2.00 hours, 3.00 ECTS credits, intensive sessions

Monday, May 26,	13:45 – 17:00,	room: MZ 113B
Tuesday, May 27,	10:15 – 13:30,	room: MZ 113B
Wednesday, May 28,	13:45 – 17:00,	room: MZ 113B
Monday, June 2,	10:15 – 13:30,	room: MZ 113B
Tuesday, June 3,	10:15 – 13:30,	room: MZ 113B
Thursday, June 5,	15:30 – 18:45,	room: MZ 113B
Friday, June 6,	10:15 – 13:30,	room: MZ 113B

Lecturers

Prof. Larry Gales, PhD (University of Cincinnati, USA)

Course description:

Late in 2010 China passed Japan as the second largest economy (measured in GDP) in the world. China is arguably one of the most important producer and consumer markets in the world. China has surpassed the United States as the largest market for automobiles. China's demands on energy and commodities (particularly steel) have driven up prices. China's economic rise has been matched by its increasing importance in global politics. China is a key player in negotiations with North Korea to limit nuclear proliferation. They are increasingly influential in the Middle East, Central Asia, and Africa. Nonetheless, China faces numerous internal problems and challenges in the global environment.

The purpose of this course is to investigate the rise of China to an economic super-power. We will examine Chinese history (with particular focus on the 20th – 21st centuries), Chinese culture, politics (especially as they apply to business), and other related topics. Geographically, China is a huge country (tied for 3rd largest with the US) and has the largest population. Its history extends over nearly 4000 years. Thus, out of necessity we will focus primarily on topics related to business (both domestic and foreign trade).

China is the 800 lbs. (364 kg) gorilla in the global marketplace. They are a key trading partner for the US, Canada, the EU and nearly every other part of the world. But doing business in China/with the Chinese is very different. It is essential to understand Chinese economics, culture and business to be successful today. What are the specific cultural, economic and political challenges to doing business in China?

Course objective

1. To provide you with insights and understanding into the complex economic, political and cultural issues related to doing business with or in China; to understand China's critical role in the global economy
2. To be able to make balanced judgments about the personal, business, economic and political impact of these trends on the business problems presented in the various cases
3. To exercise your research and case analysis skills related to global business problems specific to China.
4. To develop your English language reading, writing and speaking skills.

Grading

Your grade will be judged on the basis of performance on four (4) assignments (two individual and two teams), quizzes and class participation (including team evaluations).

Individual assignment #1	200 points (20%)
Individual assignment #2	200 points (20%)
Team case assignment #3	200 points (20%)
Team issue assignment #4	250 points (25%)
Quizzes (5)	50 points (5%)
Class participation	100 points (10%)

Failure to complete any of the four numbered assignments will result in a failing grade for the course.

925 – 1000 = 1 850 – 924 = 2 750 – 849 = 3 675 – 749 = 4 <675 = 5

Course material

All listed readings for this class are available through KUSS (noted with *). You will need to pay for those cases and readings noted with \$. These are copyrighted materials. Note that many of the cases and readings are by American writers and offer a US perspective. There are alternative (EU, Asian, etc.) views on the specific issues and globalization and we will attempt to explore those.

Please read all assignments listed for each class meeting prior to the session for which they are assigned.

Resources - Doing Business in China:

**http://www.export.gov/china/exporting_to_china/doingbusiness.asp

**http://www.china-window.com/china_business/doing_business_in_china/index.shtml

**<http://www.doingbusiness.org/ExploreEconomies/?economyid=42>

**Doing Business in China (from British Embassy) <http://chinese-school.netfirms.com/goldenhints.html>

54763E Seminar Guest Professor English: Leading Organizational Change

Seminar, 2.00 hours, 3.00 ECTS credits, intensive sessions

Monday, June 16,	13:45 – 17:00,	room: MZ 113B
Tuesday, June 17,	15:30 – 18:45,	room: MZ 113B
Wednesday, June 18,	17:15 – 20:30,	room: MZ 113B
Monday, June 23,	13:45 – 17:00,	room: MZ 113B
Wednesday, June 25,	13:45 – 17:00,	room: MZ 113B
Thursday, June 26,	10:15 – 13:30,	room: MZ 113B
Friday, June 27,	10:15 – 13:30,	room: MZ 113B

Lecturer

Prof. Ali Dastmalchian, PHD (University of Victoria)

Entry requirements

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

Course overview and objectives

The course introduces the students to the notion of leading organizations and organizational change.

Topics covered will include: leadership; competing values framework; new perspectives on motivation; power, empowerment and political processes in organizations; creativity and innovation as they relate to change; organizational culture and the process of culture change; organizational change and global/cross-cultural perspective.

Teaching methods

The approach will consist of a team approach to learning: the class will be divided in a number of teams of 4-5 participants. The typical class process and pedagogy consists of pre-readings; cases; video example; self-assessments; presentations; debates and short lectures. Class preparedness and participation is of paramount importance.

Assessment / Examination

There will be team and individual assignments; a major case presentation and a report

547E04 Seminar Business and Culture English (C2)

Seminar, 2.00 hours, 3.00 ECTS credits, weekly

Tuesday, March 11,	13:45 – 17:00,	room: MZ 113B
Tuesday, March 25,	13:45 – 17:00,	room: MZ 113B
Tuesday, April 8,	13:45 – 17:00,	room: MZ 113B
Tuesday, May 13,	13:45 – 17:00,	room: MZ 113B
Tuesday, May 27,	13:45 – 17:00,	room: MZ 113B
Tuesday, June 3,	13:45 – 17:00,	room: MZ 113B
Tuesday, June 24,	13:45 – 17:00,	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.

54771E Case Studies English

Course, 2.00 hours, 3.00 ECTS credits, weekly

Friday, March 7,	09:15 – 12:30,	MZ 113B
Friday, March 14,	09:15 – 12:30,	MZ 113B
Friday, March 21,	09:15 – 12:30,	MZ 113B
Friday, March 28,	09:15 – 16:15,	MZ 113B
Friday, April 11,	08:30 – 12:30,	MZ 113B
Tuesday, April 29,	19:00 – 21:00,	MZ 113B

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

547K02 Culture and Language Policies in the EU

Intensive Course, 2.00 hours, 3.00 ECTS credits, weekly

Monday, 10:15 – 11:45, room: MZ 113B March 3 rd to June 23 rd
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Lecturer

Dr. Yuliyana Gencheva (Johannes Kepler University, Linz)

Contact

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

Course objectives

Students will be introduced to subject-related terminology and receive an overview of essential aspects of European cultural and language policy.

Course contents

This course focuses on various aspects of language and cultural policy formulated by European institutions such as the European Commission, the European Parliament and the Council of Europe. Students will engage in in-depth discussions on leading topics in order to closely examine how these policies are implemented within the politics of individual European countries.

- Conceptual terms defined: culture, European cultural space, cultural identity, transculturation; cultural diversity; multiculturalism in Europe; language, language area; dialects and sociolects, standard languages and varieties of speech; socio-lingual aspects (language and society); multilingualism (bilingualism and trilingualism), mother tongue - language of education - (indigenous and "new") minority languages; first & second languages and how they are acquired.
- Institutions within Europe involved in the formulation of a language or cultural policy which serves to develop and expand these concepts (such as the European Commission, the Council of Europe, the European Center for Modern Languages, the European Language Council, international NGOs).
- Discussion and debate on original documentation (such as White Papers, reports by the High Level Group on Multilingualism, ELAN studies) which define these policies.
- The effects these programs have on education policies and political decision-making in various EU Member States. Criticism of EU policy steps for culture and language. The role of regional and minority languages in regard to cultural identity.
- The role of language in the economy and the progression of the ability to compete.
- Culturally influenced discourse in Europe (language – religion – traditions)

Teaching methods

Debate and discussion on topics covered by lectures, discussions, individual student research work, group work projects, presentations, short speeches.

Assessment

In-class participation; oral and written assignments, continual performance assessment.

Institute of Management Control and Consulting

252013 Seminar in Management Accounting and Control

Seminar, 2.00 hours, 3.00 ECTS credits

Tuesday, March 4,	10:15 – 12:45	room: KEP 3
Tuesday, June 17,	09:45 – 12:45	room: ESH 3
Tuesday, June 24,	09:45 – 12:45	room: KEP 1
+ 2 Feedback Sessions and 3 dates for the Lecture Series “Business and Ethics”		

Lecturer

Dr. Martin Hiebl (Johannes Kepler University, Linz)

Entry requirements

JKU regular students must have completed the course "Controlling and Management Accounting", 3 ECTS credits or "Cost Management", 3 ECTS credits in addition to 21 ECTS credits from the basic core subjects in Business and Economics.

Course objective

The students will be assigned topics in the field of management accounting and control, work on a problem statement, write an individual seminar paper and present their outcome in groups during the last course meetings. The principles of scientific work must be considered.

Course content (paper topics)

Corporate Culture and Management Control Systems
Rules and Routines in Management Accounting
Management Accounting and Stewardship Theory
Chief Financial Officers and Management Control Systems
Management Accounting in Small Family Firms
The Changing Role of Chief Financial Officers
Embedded Agency and Management Accounting Change
Risk Management in Family Firms

Grading

- Seminar paper
- Participation in class
- Short reflection papers on Lecture Series “Business and Ethics”
- Presentation

Additional courses

232416 Work Psychology

(Arbeitspsychologie)

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

Monday, March 17,	13:45 – 17:00,	room: K 224B
Monday, March 24,	13:45 – 17:00,	room: K 224B
Monday, March 31,	13:45 – 17:00,	room: K 224B
Monday, April 7,	13:45 – 17:00,	room: K 224B
Monday, May 5,	13:45 – 17:00,	room: K 224B
Monday, May 12,	13:45 – 17:00,	room: K 224B
Monday, May 19,	13:45 – 17:00,	room: K 224B

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
- To support the understanding of statistical and methodological issues in scientific articles

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 & personnel development
- Individual and cross-cultural differences at work
- Work performance measurement
- Money and happiness
- Stress and worker well-being
- Leadership, teams and conflicts
- Safety, violence and health in the workplace

Assessment / Examination

• Active in-class participation (discussions, quizzes, feedback)	• Presentation in class
• Preparation 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)

229009 Comparative Social Policy

Course, 2.00 hours, 3.00 ECTS credits , weekly

Wednesday, 13:45 – 15:15,	room: K 033C
from March 19 th to June 25 th	

Lecturer

Univ.-Prof.ⁱⁿ Margitta Mätzke Ph.D. (Johannes Kepler Universität)

Contact

For handing in assignments and for questions or problems please contact: margitta.maetzke@jku.at; telephone: (0732) 2468 7163, My office hours are Tuesdays, 14:00 – 15:00 in room HF 305

Course Requirements

- International students are highly welcome in this class. They should have had some basic instruction in Political Science or Sociology. Prior knowledge about social policy or comparative welfare state research will be a great advantage.
- *It is essential that students are able and willing to read academic literature in English*, and that they are able and willing to express their thoughts (both orally and in writing) in English!! Intermediate, if not advanced knowledge of the English language is a precondition of participation in the class. You cannot expect to learn English *during* the class and at the same time understand the readings and follow class discussion.

Goals and Contents

The course „Comparative Social Policy“ seeks to acquaint students with basic conceptual, theoretical and substantive issues of comparative welfare state analysis. A first introductory session of the class will familiarize students with the major questions posed by comparative welfare state scholars:

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

The next section focuses on the crucial interface between theory-building and concept formation on the one hand and comparative empirical inquiry of welfare state development on the other. In doing so, it addresses the following questions:

- How have comparative welfare state researchers produced theoretical and empirical knowledge about the various European welfare states; how have they arrived at generalization about welfare state development?
- What is the purpose of comparison, and when is it good? Are there alternatives to comparative empirical research
- What is the rationale of theory-building, concept-formation and empirical inquiry in the following variants and particular questions of comparative welfare state research:
 - a) Comparative case studies of countries and national “models”, “regimes”, or “varieties”
 - b) In depth inquiry in institutional and political dynamics in single-case studies of countries and policy fields in countries
 - c) Theory and research below the nation state: Comparisons across policy fields, regions, or instances of major social reform
 - d) Timing, sequencing and temporality in the study of comparative welfare state development: Path dependence and comparisons across time

In the final section Students will read examples of the major empirical approaches in the field of comparative welfare state development and discuss the crucial conceptual and methodological decisions that lie beneath these particular forms of producing knowledge about welfare state development. They will furthermore discuss advantages and potential drawbacks of the different ways of engaging in comparative welfare state research

Formal Stuff

- There is a Moodle-Website for the class. Its access code will be communicated in the beginning of the semester

Grading

- Regular participation in class is a class requirement. For a positive grade you cannot miss more than two class sessions.
- Active participation in class discussion will be rewarded in grading
- There will be a range of shorter exercises over the course of the semester and probably one presentation in a group of three students.
- Furthermore, there will be a final exam, in which students are asked to answer a number short specific questions as concisely and precisely as possible. There will also be a few multiple choice questions. Thus, while at least intermediate command of the English language is required, there will be no requirement of writing a long term paper or an essay exam in English.

229211 Politics in Europe - Political and Economic Development in Europe

(Politische und wirtschaftliche Entwicklung in Europa)

Intensifying course, 2.00 hours, 3.00 ECTS credits

Monday, March 10,	12:00 – 16:15,	room: T 406
Monday, April 7,	12:00 – 18:45,	room: T 406
Monday, April 28,	12:00 – 18:45,	room: ESH 2
Monday, May 12,	12:00 – 18:45,	room K 223B
Monday, June 2,	12:00 – 18:45,	room: HS 13

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.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 content

For the sake of consistency of the discussions, a list of 8 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 March 10 shall contextualize the European integration process in the selected areas. Students may ask for advice to the lecturer during their research, if needed.

Organised by thematic panels, all students shall give a 10 minutes 'policy briefing' about their key findings in the area she/he had selected. Each panel 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.

Course structure and Grading

The course will take place in blocks: (1) a half-day introduction on Thursday 10 March 2014, and four full days (April 7 + 28, May 12 and June 2) for thematic panels, including 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.

Recommended reading

List of official EU web sites available at KUSSS, for encouraging students to choose the most suitable and at the same time motivating policy areas.

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

Thursdays: March 6 – June 26, 08:30-11:45 (alternating with Master Course Organization)

Thursday, March 6,	10:15 – 11:45	room: MT 127 (Introduction)
Thursday, March 20,	08:30 – 11:45	room: MT 127
Thursday, April 3,	08:30 – 11:45	room: MT 127
Thursday, April 10,	10:15 – 11:45	room: MT 127 (Exam)
Thursday, May 15,	08:30 – 11:45	room: MT 127
Thursday, June 5,	08:30 – 11:45	room: MT 127
Thursday, June 26,	08:30 – 10:00	room: MT 127 (Exam)

Lecturer

o.Univ.Prof. Dr. Franz Strehl MBA, 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 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

Minimum required for passing the written examination: 50 % of examination-points

Overall minimum points required for passing grade: 50 % of total-points

Required reading

To be announced in the course

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, March 4,	15:30 – 17:00	room: T 405
Tuesday, March 25,	12:00 – 18:00	room: T 642
Tuesday, April 29,	12:00 – 18:00	room: T 406
Tuesday, May 20,	12:00 – 18:00	room: T 405
Tuesday, May 27,	15:30 – 17:00	room: T 405

Lecturer

Assoz. Univ. 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 and discussions 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
- 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:

- Contribution to in-class discussion, presentations 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

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

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

Thursday, March 6,	08:30 – 10:00	room: MT 127
Thursday, March 13,	08:30 – 11:45	room: MT 127
Thursday, March 27,	08:30 – 11:45	room: MT 127
Thursday, April 10,	08:30 – 10:00	room: MT 127 (Exam)
Thursday, May 8,	08:30 – 11:45	room: MT 127
Thursday, May 22,	08:30 – 11:45	room: MT 127
Thursday, June 12,	08:30 – 11:45	room: MT 127
Thursday, June 26,	10:15 – 11:45	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 Sense making
- 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

Wednesday, March 5,	16:15 – 17:00	room: T 405 (Kick Off)
Tuesday, April 1,	16:15 18:00,	room: T 405 (Test I)
Monday, May 5,	10:15 – 17:00	room: MT 127
Tuesday, May 6,	10:15 – 17:00	room: KHG I
Friday, June 6'	16:15 -18:00	room: BA 9910 (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 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 analyze, to design, and to govern change and learning processes in organizations to achieve strategic objectives.

The following topics are addressed specifically:

- A) Microfoundations of Organizational Capabilities as the Origin of Competitive Advantage
- B) Inertia to Adapt on Individual, Group, and Organizational Level & Strategic Inertia
- C) Managing Change on Different Levels
- D) Resistance to Change & Strategies to Overcome Resistance
- E) Change Management Approaches: Business Process Reengineering, Organizational Development, Post-Merger Integration, Technological Change, Team Development
- F) Developing Change Architectures

Grading

In order to pass the course at least 76 points out of 150 need to be achieved. The 1st test (maximum 60 points), the 2nd test (maximum 90 points) and an optional additional exercise (maximum 15 bonus points) are graded. Attendance is not mandatory but recommended.

Required reading

Grant, R. M. (2010): Contemporary strategy analysis.
Robbins/Coulter (2008): Management.

Palmer et al. (2009): Managing Organizational Change.

Selected academic papers.

More information on the literature relevant for the test will be provided in the kick-off session.

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

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

Monday, March 3,	10:15 – 13:30,	room: HF 9901
Monday, March 10,	10:15 – 13:30,	room: HF 9901
Monday, March 17,	10:15 – 13:30,	room: HF 9901
Monday, March 24,	10:15 – 13:30,	room: HF 9901
Monday, March 31,	10:15 – 13:30,	room: HF 9901
Monday, April 28,	10:15 – 13:30,	room: HF 9901 (Presentations)
Monday, May 5,	10:15 – 13:30,	room: HF 9901 (Presentations)
Monday, May 12,	10:15 – 13:30,	room: HF 9901 (Exam)

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

Thursday, March 6,	13:45 – 17:00,	room: HS 13
Thursday, March 13,	13:45 – 17:00,	room: HS 13
Thursday, March 20,	13:45 – 17:00,	room: HS 13
Thursday, March 27,	13:45 – 17:00,	room: HS 13 (Mid-Term Exam)
Thursday, April 3,	13:45 – 17:00,	room: HS 13
Thursday, April 10,	13:45 – 17:00,	room: HS 13
Thursday, April 29,	13:45 – 17:00,	room: BA 9910 (Final Exam)

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)
- Selected articles referring to actual topics in accounting (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,	13:45 – 18:00,	room: HS 17
from March 10 th until June 23 rd		

Lecturer

Prof. Mantecon (Johannes Kepler Universtiy, Linz)

Course description

This course provides a detailed examination of key theoretical and practical issues in finance. The course objectives are to develop the knowledge and understanding of a broad set of corporate financial principals and fundamentals. This course will teach you the tools and techniques used and proposed in corporate financial management. Analysis of the investment and financing decisions and the environment in which such decisions are made are covered in readings, problems and class discussion. The “tools” you will acquire in this course will be the foundation for other business courses you take, as well as the knowledge you acquire as a professional.

Upon successful completion of this course, you will have developed an understanding of the following business finance concepts:

- Bond and Stock Valuation
- Portfolio Diversification and asset pricing models
- Capital Budgeting Decisions
- Cash flow and financial statement analysis
- Valuation using Discounted Cash Flows and Multiples
- Agency Problems, Compensation and Performance Measures

Class Format

The class will consist of a lecture on the assigned topic. Students are expected to have read the assigned material prior to class. Student participation and questions are strongly encouraged.

Required Reading

Brealey, Myers & Allen, Principles of Corporate Finance, McGraw-Hill (11th Ed. 2014)

The Harvard Business Cases in the table below that you can acquire at: <http://cb.hbsp.harvard.edu/cb/access/12714243>

Suggested Reading

The Wall Street Journal and the Financial Times

*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

Tuesday, April 8,	17:15 – 20:30,	room: T 212
Tuesday April 29,	17:15 – 20:30,	room: T 212
Tuesday, May 6,	17:15 – 20:30,	room: T 212
Tuesday, May 20,	17:15 – 20:30,	room: T 212
Tuesday, May 27,	17:15 – 20:30,	room: T 212
Tuesday, June 3,	17:15 – 20:30,	room: T 212
Tuesday, June 17,	17:15 – 20:30,	room: T 212

Lecturer

Univ.-Prof. Dr. Matthias Fink (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 (40 %)
- 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

Wednesday, March 5,	08:30 – 11:45,	room: ESH 2
Wednesday, March 12,	08:30 – 11:45,	room: ESH 2
Wednesday, March 19,	08:30 – 11:45,	room: ESH 2
Wednesday, March 26,	08:30 – 11:45,	room: ESH 2
Wednesday, April 9,	08:30 – 11:45,	room: ESH 2
Wednesday, May 7,	08:30 – 11:45,	room: ESH 2
Wednesday, May 21,	08:30 – 11:45,	room: ESH 2
Wednesday, June 11,	08:30 – 11:45,	room: ESH 2

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

Monday, March 3,	12:00 – 15:15,	room: BA 9909
Thursday, March 27,	15:30 – 18:45,	room: HS 12
Thursday, May 22,	12:00 – 15:15,	room: K 224B
Monday, June 2,	15:30 – 18:45,	room: BA 9908
Monday, June 16,	12:00 – 15:15,	room: BA 9907

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 February on.

269062 Master Seminar Globalization: Strategic 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

Monday, March 3,	08:30 – 11:45,	room: BA 9909
Wednesday, March 26,	13:45 – 17:00,	room: T 642
Friday, March 28,	08:30 – 11:45,	room: BA 9909
Thursday, May 22,	08:30 – 11:45,	room: KHG I
Monday, June 16,	08:30 – 11:45,	room: K 012D

Lecturer

Mag. Susanne Lang (Johannes Kepler University, Linz)

Entry requirements

Successful completion of the Master Course Dimensions of Globalization

Course objectives

- To create awareness for strategic dimensions and questions of importance to companies in a more and more global context
- To develop awareness for context-factors and their possible effects on company strategies
- To evolve understanding for crucial dimensions of globalization
- To expand knowledge on theories and practical implications for strategic perspectives of globalization

Course contents

The course is structured into five sessions:

- Designing global strategies
- Opportunities in emerging markets
- Differences across countries
- Corporate social responsibility
- Case study presentation & discussion

Grading

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

- Individual assignments
- Group assignments
- In-class participation

Required reading

The reading package can be purchased at the department secretary's office (Managementzentrum, 3rd floor, room MZ 311) from the end of February on.

236034 Master Seminar Globalization: Sociological Perspectives (M1 – Master Program 1st Year– Entry requirement: Successful completion of Master Course Dimensions of Globalization)

Seminar, 2.00 hours, 4.00 ECTS credits

Wednesday, March 5,	10:15 – 13:30,	room: KEP 3 (Introduction)
Wednesday, April 2,	10:15 – 13:30,	room: KEP 3
Wednesday, April 9,	10:15 – 13:30,	room: KEP 3
Wednesday, May 7,	10:15 – 13:30,	room: KEP 3
Wednesday, May 14,	10:15 – 13:30,	room: KEP 3
Wednesday, May 21,	10:15 – 13:30,	room: KEP 3

Lecturer

Dr. Veronika Wittmann (Johannes Kepler University, Linz)

Entry requirements

Successful completion of the Master Course Dimensions of Globalization

Course Structure

The first and second sessions aim at providing students with an introduction to *Global Society*: from the World in 1900 up to the Global society in the New Millennium. In this session, students will also be introduced to viewpoints of Globalization Debates, Defining Globalization, Globalization and (In)Equality as well as (Re)constructing Future Globalizations.

Students then focus in the third and fourth session on some of the main concepts with regard to concepts of *World society*: raising questions of why study world society, conceptualizing and models of world society as well as the question of movement from *International to World Society*.

The fifth session is devoted to aspects of *Civilizing World Politics: Society and Community Beyond The State, World Society and the Nation-State*, who's making global civil society as well as the question of Civil Society, the State, and the Limits to *Global Civil Society*.

The course is completed by a final session on *Sociological Cosmopolitanism*, including aspects of unpacking cosmopolitanism for the social sciences as a research agenda, the cosmopolitan imagination: critical cosmopolitanism and social theory, visibility, mobility and the cosmopolitan: inhabiting the world from afar as well as Global Governance or World Federalism, and a Cosmopolitan Dispute on Institutional Models.

Course objectives

- To provide insights into different sociological perspectives of globalization.

Grading

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

- Presentation of two selected topics in the seminar.
- Participating in the Discussion Forums.
- Find another article in a book or scientific journal that deals with your topic.
- Write an abstract about the selected article and comment on the article.

Required reading

The reading package can be purchased digitally via KUSSS by the students from March 5th on.

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

weekly:

Wednesday, March 5 until April 9, 12:00 – 15:15, room: MT 128

and

weekly:

Wednesday, April 30 until June 25, 12:00 – 15:15, room: MT 128

Except: June 11 – room: S2 Z74

Lecturer

Univ.-Prof. Dr. Matthias Fink, a.Univ.Prof. Mag. Dr. Robert Bauer (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%), and group work (40%).

Required Reading

To be announced.

266001 Master Seminar Innovation: Organizational 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

March 6 – 15, 2014

(Rooms to be announced in KUSSS)

Lecturer

Prof. Elizabeth Goodrick

Entry requirements: Successful completion of Master Course Dimensions of Innovation

Course objectives

To be announced

Course content, structure and teaching

To be announced

Grading

To be announced

Required reading

To be announced

241011 Master Seminar Innovation: Marketing 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, March 4,	08:30 – 10:00,	room: BA 9908
Tuesday, April 1,	08:30 – 11:45,	room: S3 058
Tuesday, April 29,	08:30 – 11:45,	room: S3 058
Tuesday, May 27,	08:30 – 12:45,	room: S3 058
Tuesday, June 3,	08:30 – 10:00,	room: HF 9905

Lecturer

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

Entry requirements

Successful completion of the Master Course Dimensions of Innovation

Course objectives

- Reception, understanding and critical debate of the intersections between marketing and innovation
- Development of methodological and operations skills to study, manage, and design the intersections between marketing and innovation
- Development of personal competence to enrich and broaden specific scientific perspectives
- Enhancement of personal intellectual, communicative and social skills

Course description / structure

The seminar is devoted to the intersections between innovation and marketing. Where marketing is a process by which companies create value for customers and build strong relationships to capture value from customers in return (Kotler et al., 2008). Innovation, on the other hand, is the successful commercial exploitation of new ideas (Schumpeter, 1942 and others authors). As such, innovation and the management of innovation involve identifying, developing, and exploiting new ideas to generate value.

Marketing and innovation are jointly intertwined. There are at least two ways in which marketing influences innovation in firms. First, marketing is a location for innovation within firms. Because marketing is a business function, the marketing process itself is a place where innovation occurs within the firm. Second, marketing acts as a source of innovation within a firm as marketing offer the firm a philosophy of how to succeed (namely, meeting the evolving needs of customers), it informs innovation in other parts of the company a well. The process of developing new offerings and delivering them in new ways involves other functional areas within the firms such as R&D and operations. Future marketing managers should have the ability to operate at the inter-functional and systematic nature of innovation. The seminar will explore, describe, explain, and design ways in which marketing influences innovation in firms and how marketing manager can succeed in operating the intersection.

Teaching methods

The teaching method is a mix of seminar papers and the use of cases provided by the lecturer. The theoretical input accompanies the cases, classroom presentation and discussion helps to acquire and extend knowledge and skills.

Grading

Seminar papers as theoretical input to be prepared for special topics and cases presented 75 points, final examination 25 points. Students must earn more than 50 % of the total points in order to pass the course.

Required Readings

Readings will be announced by the lecturer on time.

Specialized Management Competence - Module Marketing & International Marketing I

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, March 10,	13:45 – 15:15,	room: BA 9909
Monday, May 19,	13:45 – 18:45,	room: K 223B
Monday, May 26,	13:45 – 18:45,	room: ESH 3
Monday, June 2,	13:45 – 18:45,	room: T 406

Lecturer

Assoz. Univ. 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, March 4,	10:15 – 11:45,	room: K 223B	(introduction to international marketing / how to solve a case study)
Thursday, March 6,	13:45 – 16:15,	room: MZ 050B	(lectures on international marketing)
Tuesday, March 11,	10:15 – 11:45,	room: K 223B	(lectures on international marketing – in class small case studies)
Thursday, March 13,	13:45 – 16:45,	room: MZ 005B	(lectures on international marketing - in class small case studies)
Thursday, April 3,	13:45 – 16:45,	room: MZ 005B	(first group of case studies)
Tuesday, April 8,	10:15 – 11:45,	room: S3 047	(first group of case studies)
Thursday, April 10,	13:45 – 16:45,	room: MZ 005B	(second group of case studies)
Tuesday, May 6,	10:15 – 11:45,	room: S3 047	(second group case studies)
Thursday, May 8,	13:45 – 16:45,	room: MZ 005B	(third group case studies)
Tuesday, May 13,	10:15 – 11:45,	room: S3 058	(third group case studies)

Lecturer

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

Entry requirements

Students must be enrolled in the Master Program “General Management” and be assigned to “Phase 2” by university officials.

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” BRICS and MIKT 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. For this, general knowledge about international marketing with a 21st century approach is provided by lectures. The second objective is to understand the market conditions and challenges for internationalization and market entry, the third objective is strategy development for the marketing mix. For these two objectives, cases solved by the students in groups help to enhance the knowledge.

Course content

The first week (March 4, 6th) 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. Besides, general knowledge about internationalization, emerging markets, and market environment challenges in global settings with a 21st century approach will be presented to refresh the international marketing theoretical knowledge.

Lecture content

1. Developments and Trends in International Marketing
2. Economic Liberalization and Emergence of New Market Structures
3. The Effects of the Economic Turbulence of the Early 21st Century on International Marketing
4. The Effects of Culture on Developing Marketing Strategies and Operations
5. International Distribution Networks and the Communication Mix Revisited
 - New Distribution Tools for 21st Century Approaches to International Marketing
 - The Influence of the Social Media on Interaction with the Global Customer
6. Evolutionary Approaches in Product Design, Development and Management
 - Customer Advisory and product as a service
7. Consumer Behavior - Shopping Habits and Seller Interactions in Different Market Settings

Case content

The second (March 11, 13th) will start with further focus on the theory in international marketing and strategy development of markets abroad. The review of basic international marketing perspectives is important to incorporate in the case study solving. Based on this knowledge, the students will be able to comprehend the knowledge and start to analyze first small cases and open in class group discussion. This gives them a critical understanding of how to approach a case.

From the second week on the students are expected to start to work on their assigned big cases again in groups.

The third week (April 3rd) starts with first case studies solved by the groups.

The fourth –sixth weeks the students present their case studies.

Case solving and Grading

In-class cases are to be read in advance, and discussed in a group or individually in the class meeting. Here the students are expected to focus on a core idea they develop, be creative in thinking about questions and answering them. A written report of about 3-5 pages is good to ease the evaluation of the instructor.

Two in class cases (2 x 5=10 pts)

The long cases can be solved in a group of two people. Each student 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.

I. Oral Case Presentation (20 x 3 = 60 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.

The Case presentation is in power points and also a written case analysis of about 10 pages should be submitted to the lecturer.

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.

The normal program requires three case presentations – with written reports, and three case discussions. 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.

TOTAL: 100 pts

Required reading

CASES:

- Printed case studies from Harvard Business Cases and Thunderbird Cases will be presented in a folder to the individual groups of students at the start of the course.

BOOK for international marketing theory:

- Bilgin, Zeynep & Wührer, Gerhard A. (2014), "International Marketing Compact", Wien: Linde Verlag (upcoming)

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

weekly:

Tuesday, March 18 until April 8, 13:45 – 15:15, room: MZ 005A

and

Tuesday, May 27, 13:45 – 15:15, room: MZ 005A

Tuesday, June 3, 13:45 – 15:15, room: MZ 005A

Tuesday, June 17, 13:45 – 15:15, room: MZ 005A

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 the value-based approach to B2B marketing. The following topics are covered:

- B2B marketing: scope, relevance, and characteristics
- Organizational buying
- Typologies of B2B transactions
- The value concept as cornerstone of B2B marketing
- Managing customer benefit
- Price management

In Part II, students are expected to develop and present applied research papers dealing with selected 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.

Compulsory reading

Anderson, J. C./Narus, J. A./Narayandas, D. (2009): Business Market Management – Understanding, Creating, and Delivering Value, 3rd ed., Upper Saddle River, ch. 1, 2, 3, 5, 6 (available in the management library)

Supportive reading

Werani, T. (2012): Business-to-Business-Marketing: Ein wertbasierter Ansatz, Stuttgart

Specialized Management Competence - Module Human Resource Management & Organization 1

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, March 5,	08:30 – 13:30,	room: T 406/1
Wednesday, March 19,	08:30 – 13:30,	room: T 406/1
Wednesday, April 30,	08:30 – 13:30,	room: T 406/1
Wednesday, May 7,	08:30 – 13:30,	room: T 406/1
Wednesday, June 18,	08:30 – 13:30,	room: T 406/1
Wednesday, June 25,	08:30 – 13:30,	room: T 406/1

Lecturer

Daniel Semper MA MA (Johannes Kepler University, Linz)

Course content

Organizations are complex nexus of densely interwoven practices, identities and various expectations and demands. Consequently, organizations are human constructs. They stand in relation to institutional orders which are understood as the organizing principles for organizational fields and organizational practice. One of the major issues putting organizations under pressure are such institutional demands. In order to be successful, organizations have to meet societal and field level expectations. They have to fit their context and their respective business category. When organizations are exposed to manifold institutional demands, which are present at the same time, we speak of institutional complexity. Such situations comprise a huge potential for conflict and change. Ambiguity based on different but equally legitimate decision paths is usually perceived as highly problematic. In the literature there are only a few examples of enduring conflicts of institutional logics, such as in hospitals or universities/education (see for instance Dunn, Jones, 2010; Kellogg, 2009; Currie et al, 2012). In most cases such a rivalry is solved by mechanisms of dominance, blending or hybridization.

This course aims to deepen the existing knowledge and the current understanding of institutional complexity by analyzing the available literature through various lenses of agency, macro level mechanisms, meso level strategies, micro level practices, different sources of legitimacy, and moral justifications of action.

The seminar will comprise introductory lectures, discussions, and students` presentations. Each student will have to summarize a short paper, which will be allocated during the first session. These short presentations are meant as an initiating point for further discussions. Moreover, students will have to find a topic for their seminar paper. This topic will first be presented on Moodle as an outline. Fellow students will be asked to comment and proofread each outline. Finally, the students will have to submit their final version of the seminar paper by end of July. Additionally, they will have the opportunity to present their work during the last sessions.

Course Objectives

Students will be able to read, understand, and judge research articles, thereby having the ability to comprehend complex and systemic relationships as they appear in organizations and in management in general. They will learn to critically judge these theories in regard to their implications for management practice.

Teaching Methods

Lectures, discussions, student presentations, autonomous reading of academic literature. The course language will be English.

Presentations and Short Paper Summaries

Students will be assigned to course topics during the first lecture. Their responsibility is to prepare the respective readings, write a comprehensive summary (which should not exceed three pages), upload it to Moodle at least one day before presentation, and present it in class. The presentation must not exceed thirty minutes including discussion.

Seminar Paper

Each student will have to write an essay. Each student will chose his/her own topic in regard to the presented theories.

The word count for this essay is 3000 words excluding reference list and front page. The students are allowed to vary in range of +/-10% of the required word count. Not meeting the word count will lead to a penalty of 5 points. The deadline for essay submission is end of July.

As a first step the students have to write and present a short outline of their topic and develop a line of argumentation. This outline has to be uploaded to Moodle by 06.05.2014. Late submissions will lead to penalties of 5 points per day. All students are expected to cite their references according to international standards. In order to improve the first ideas, the students are suggested to proofread at least three other assigned outlines and support their fellow students by providing them with short comments.

The dates of the essay presentations will be assigned during the first lecture. Since the essay is due to end of July, students are not expected to present their final versions. Still, the presentations should comprise a solid theoretical foundation, a rigorous academic argument and a clear vision of what to expect in the final version. Comments during the discussions are meant to help students develop their arguments. Hence, vivid discussions are expected. Class contribution will count 10% towards to final grade.

General rules

Attendance is mandatory. The students may miss one day. In such cases, please send a notice in advance.

As an academic institution, the Department of Organization and Global Management Studies does not tolerate any form of academic dishonesty. All discovered instances involve the negative grading of the assignment or exam and, as a consequence, may result in a failure of the course. In the case of group work, the consequences will be extended to the entire team.

Grading

Short paper summary 20 points

Seminar paper outline 10 points

Seminar paper presentation 20 points

Seminar paper 40 points

Class contribution 10 points

The passing grade is reached with a minimum of 60 points. The final grade is calculated as follows:

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

Required readings

The readings can be found and copied in the library or printed from the e-library.

Library homepage: <http://www.jku.at/UB/content>

E-library for journals: [http://rzblx1.uni-regensburg.de/ezeit/fl.phtml?](http://rzblx1.uni-regensburg.de/ezeit/fl.phtml?frames=&selected_colors[]=1&selected_colors[]=2&bibid=UBLI&selected_colors[]=4)

[frames=&selected_colors\[\]=1&selected_colors\[\]=2&bibid=UBLI&selected_colors\[\]=4](http://rzblx1.uni-regensburg.de/ezeit/fl.phtml?frames=&selected_colors[]=1&selected_colors[]=2&bibid=UBLI&selected_colors[]=4)

Mandatory Reading List:

Greenwood, R. Raynard, M. Kodhei, F. Micelotta, E. Lounsbury, M. (2011)

Institutional Complexity and Organizational Responses. The Academy of Management Annals, Vol. 5 (1), 317-371.

Hargrave, T. Van de Ven, A. (2009) Institutional Work as the Creative Embrace of Contradiction. In: Lawrence, Suddaby, Leca. Institutional Work. Chapter 5. Cambridge: Cambridge University Press.

Kraatz, M. S. Block, E. S. (2008) Organizational Implications of Institutional Plurality. In: Greenwood, R. Oliver, C. Suddaby, R. Sahlin-Andersson, K. The Handbook of Organizational Institutionalism. London: Sage.

Thornton, P. Ocasio, W. Lounsbury, M. (2012) The Institutional Logics Perspective, Chapter: 3. Oxford: Oxford University Press.

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

Monday, March 31,	10:15 – 18:00,	room: T 406
Tuesday, April 1,	09:15 – 18:00	room: tba
Wednesday, April 2,	09:15 – 18:00	room: tba
Monday, May 5,	10:15 – 18:00,	room: tba
Tuesday, May 6,	09:15 – 13:30,	room: tba

Lecturer

Prof. Dr. Rupert Hasenzagl (AKAD Hochschule Stuttgart)

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.

Specialized Management Competence - Module Global Strategic Management 1

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

Friday, March 7,	14:30 – 16:00,	room: BA 9909
Friday, March 21,	14:30 – 17:45,	room: BA 9909
Friday, March 28,	14:30 – 17:45,	room: BA 9909
Saturday, March 29,	09:00 – 12:15,	room: BA 9909
Friday, April 11,	14:30 – 16:00,	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. Assignment to groups and sessions will be done in the first lecture. The case assignment consists of two parts: a written case report and the actual presentation (.ppt, .key or .pdf format). These documents have to be handed in to Nadja.Hochholzer@jku.at, at least **three days** before the session and will be made public to the class. Both the verbal presentation and the submitted overall report will be assessed.

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. *Please turn in a hard copy of your presentation material to the instructor at the beginning of 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 50% 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, May 8,	10:15 – 11:45,	room: KHG II
Friday, May 9,	10:15 – 13:30,	room: K 009D
Thursday, May 15,	10:15 – 13:30,	room: T 406/1
Friday, May 16,	10:15 – 13:30,	room: K 009D
Friday, June 20,	10:15 – 11:45,	room: K 009D

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). After the role play has been conducted, students are asked to write a reflective essay on their experiences. 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).

Specialized Management Competence - Module Global Strategic Management 2

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, March 12,	12:00 – 15:15,	room: K 001A
Wednesday, March 26,	12:00 – 15:15,	room: K 001A (virtual)
Wednesday, April 9,	12:00 – 13:30,	room: K 012D
Monday, April 28,	VIBu (virtual)	
Wednesday, May 7,	VIBu (virtual)	
Wednesday, May 21,	12:00 – 13:30,	room: K 012D
Wednesday, June 11,	12:00 – 15:15,	room: K 001A
Wednesday, June 18,	12:00 – 15:15,	room: K 001 A

Lecturer

A.Univ.Prof. Dr. Iris Fischlmayr, Mag. Sebastian Wessely (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 “Global Strategic Management”.

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 40P

- Individual Reflection (10P)

- Group Tasks (10P)

- Individual Reflection (20P)

Seminar Paper 20P

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 March on.

Advanced Electives – Subject Interpersonal Skills

267102 Master Seminar Negotiation Skills (M1 – Master Program 1st Year)

Seminar, 2.00 hours, 2.00 ECTS credits, Spring

Friday, May 16,	09:15 – 17:00,	room: T 406/1
Saturday, May 17,	09:15 – 17:00,	room: T 406/1

Lecturer

Dr. Stephan Klinger

Course structure

Right from the early days of mankind people had to negotiate with each other – in verbal or non-verbal ways, using brute force or gentle bargaining tactics. Whereas in ancient Greece Socrates was regarded as a brilliant rhetoric and the inventor of the dialectic method of inquiry (also referred to as the Socratic Method), modern managers can also rely on the toolkit and system of the Harvard Negotiation Project (“Getting to a Yes!”) or make use of communication techniques like Neuro-linguistic programming (NLP – a mixture of communication and psychotherapy developed in the 1970s) to succeed in negotiations. Whatever instrument, toolkit, strategy or tactics individual negotiators rely to is highly shaped by their individual preferences and the negotiation situation.

There are no universal rules on how to negotiate! So in class you will get to know and explore the different approaches and perspectives with the aim to equip you with the relevant skills to understand any negotiation as a challenging but enjoyable experience.

In many cases the gap between successful and failed projects is very small. Negotiation skills can help to find solutions, when positions are hardened and stagnation would cost resources.

Course objectives

This Master Seminar is designed to develop in participants a greater understanding of negotiation theory and practice. Students are going to improve their negotiation skills (like essential questioning and listening skills) as well as their framework of preparation for negotiations.

- To achieve this, we are going to cover a broad range of
- negotiation issues (purchasing a car, salary negotiations, discussing the next holiday with your partner, international incidents,...),
- strategies (distributive and competitive bargaining),
- types of negotiators (psychological factors, emotions, verbal and nonverbal factors – like body language,...),
- construction of realities, and
- situations (1-1 negotiations, team negotiation, multi-party-negotiation,...).
- use negotiation skills during project management phases such as project start, -coordination, -controlling, -marketing and at the end of projects. How to prepare before projects start and what to do, when they have ended.

Teaching methods

Negotiation is best learned experientially and by reflecting on what you are doing. Therefore the Master course will have a strong practical approach. The participants will use English at all times and reflect on their attitudes and expectations regarding the bargaining process.

Grading

To be announced.

Required reading

Fisher, Ury (2011); Getting to Yes, Penguin

Lewicki, Barry, Saunders (2010); Essentials of Negotiation, McGraw-Hill

Plato; Apology

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

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

Thursday, March 13,	10:15 – 15:30,	room: KHG II
Friday, March 14,	10:15 – 15:30,	room: K 009D

Lecturers

Dr. Stefan Konlechner , Mag.^a Irina Koprax (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. Attendance is mandatory.

Required reading

Will be provided in class.



Faculty of Business, Economics and Social Sciences

ECONOMICS – BACHELOR LEVEL

Department of Economics

239418 Managerial Economics

Course, 2.00 hours, 3.00 ECTS credits, weekly

Monday, 15:30 - 17:00, room: HS 1
March 10th to June 30th

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, 7th edition, Norton, NY, 2009.

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

239110 Balance of Payments and Exchange Rates

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

Monday, 13:45 – 15:15, room: HS 7
Tuesday, 12:00 – 13:30, room: HS 10
On the first date: Monday, March 3, 13:45 -15:15, room: HS 15
For further dates please check Kusses!
March 3rd to June 24th

Lecturer

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

Contact

For questions or issues please contact: octavio.fernandez-amador@jku.at

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 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

Grading for the lecture will be based on: Midterm examination (45%), final examination (45%), participation and attendance (10%). TOTAL: 100% - minimum passing grade is 51%.

More info on updates via:

<http://www.econ.jku.at/2115/>

239.111 International Economics, Finance and Macroeconomics

Intensive Course, 2.00 hours, 3.00 ECTS credits, weekly

Monday, 10:15 – 11:45, room: MZ 003B
March 3 rd – June 30 th

Lecturer

Dr. Rainer Bartel (Johannes Kepler University, Linz)

Entry requirements

JKU regular students must have completed at least 21 ECTS credits from the basic core subjects in Business and Economics including the courses "Introduction to Economics", "Markets and Economic Decision Making" and "Income, Employment and Financial Markets"

Please inform Prof. Bartel on the first course day that you are an international student.

Course objectives

The goal of the course is to gain a basic insight into, and understanding of, the most important theories, stylized facts, policies and politics concerning the (current situation of the world) economy. After the course, you should be well aware of the main issues related to the topics selected for the course (view the respective KUSSS entry) that should provide a kind of overview of the economic contents spanned by the course title.

Course content

We plan to cover, e.g., the following topics:

- (a) The labour market
- (b) The financial system
- (c) Optimal currency and Euro area
- (d) International disequilibria
- (e) Government finance
- (f) Cycles and growth
- (g) Distribution (in functional and personal terms)
- (h) Modelling and teaching between elegance and relevance

Course Organization

Each student will be part of a small workgroup that chooses two topics to elaborate on them and present and discuss them.

Required reading

Do to the multiplicity of aspects, literature will be suggested in reference to each topic. Additional reading is appreciated.

239320 International Economics, Finance and Macroeconomics

Seminar, 2.00 hours, 4.00 ECTS credits, weekly

Tuesday, 15:30 – 17:00, room: K 012D March 4 th to June 24 th
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Lecturer

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

Further details to be announced

239321 Economics of International Integration

Course, 2 hrs.00, 4.00 ECTS credits, recommended 2nd year of bachelor or higher

Tuesday, 13:45 – 15:15, room: BA 9908 March 4 th to June 24 th

Lecturer

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

Course requirements

For the successful completion of this course one has to obtain a positive result for the midterm-exam (after topic 5) and an oral and written presentation (about 12 pages) of one of the remaining topics on the course list.

Course content

The course covers all the tracks along which international economic integration proceeds: trade (in goods and services), international direct investment flows and the operation of multinational corporations, and migration flows. In other words, international integration can directly refer to the international flows of goods, of capital and of labour. Economic theory has shown that liberalisation on any of the three tracks (i.e. over the goods, capital and labour markets) has implications for allocation processes over the other tracks as well. We shall cover these interactions and discuss issues such as: What are the implications of trade liberalisation for labour markets? How do FDI flows affect trade flows? How does the impact of migration on wage structures (e.g. between skilled and less skilled workers) and employment differ from the impact of trade? What are the impacts of outsourcing and off-shoring on labour markets?

Course objectives

1. Trade patterns and international specialisation
2. Trade theory: implications of Ricardian and Heckscher-Ohlin theories
3. 'New trade theory': imperfect competition, product differentiation and economies of scale
4. Strategic trade policy
5. Technology, growth and trade
6. Foreign direct investment and the theory of the multinational firm
7. International production linkages, fragmentation and technology spillovers
8. International integration and labour markets
9. Economic effects of international migration
10. Economics of geography
11. Regional economic integration and regionalism
12. Heterogeneity of firms, international trade and production location

Literature

Main textbooks covering a wide range of topics of the course:

Rivera-Batiz, L.A. and M.A. Oliva (2003): International trade – theory, strategies and evidence; Oxford University Press.

Elhanan Helpman: Understanding Global Trade, Cambridge, Mass; Harvard University Press, 2011

Feenstra, R.C. and A.M. Taylor (2008): International Economics; Freeman and Co.; (introductory textbook)

Choi, E.K. and J. Harrigan, eds. (2003): Handbook of International Trade; Blackwell Publ.
Handbooks of International Economics; 3 Vols.; North-Holland Publ.
Robert C. Feenstra (2004): Advanced International Trade, Theory and Evidence; Princeton University Press (this is an advanced - graduate level - textbook)
Krugman, P. and M. Obstfeld (2006): International Economics: Theory and Policy; Pearson Addison Wesley (very introductory textbook)

239126 Microeconometrics

Course, 2.00 hours, 4.00 ECTS credits, weekly

Thursday, 13:45 – 15:15, room: K009D March 6 th to June 26 th
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Lecturer

Dr. Rudolf Winter-Ebmer and 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 at least 21 ECTS credits from the basic core subjects in Business and Economics including the courses “Introduction to Economics”, “Markets and Economic Decision Making” and “Income, Employment and Financial Markets”

Target audience

Students with the special subject „Angewandte Ökonometrie und Statistik“ as well as statisticians and social scientists interested in empirical social research. Previous knowledge of econometrics and STATA is necessary.

Course objectives

In modern empirical analysis of economics we use cross-sectional or panel data (cross-sectional data available for several time periods) in microeconometrical models. These models account for specific problems that might occur due to the necessity of causal interpretation of parameters and policy variables on the one hand and the usual imperfection of real data on the other hand:

Non-experimental data often contains measurement errors; the data structure often differs from the necessary assumptions for OLS-regressions; variables are measured imperfectly; only 0/1 values (e.g. employment) or count data are available; sample is selective and non-representative; etc.

Methods for treatment effects are part of economists’ standard repertoire in order to evaluate economic policies. These methods consider inter alia endogenous assignment (typically, assignment within such policy measures are not random).

This course provides an overview of different state-of-the-art methods on a medium level. Attention is drawn on the practical application and implementation of these methods in the empirical research. macroeconomics and financial economics mainly use time-series models. However, microeconomic problems are predominant in almost all other areas of economics e.g. labour economics, industrial economics, public finance, health economics, etc. Especially when it comes to evaluation of policy measures, economists broadly use the methods thought in this course. Without intention to strive for a level that high, one should note that the James Heckman and Dan McFadden were awarded the 2000 Nobel Prize for economics as appreciation for their work in microeconometrics.

Topics:

- Regression Discontinuity Design
- Ordinal variables, Ordered Probit
- Censored data, Tobit
- Analysis of counting data
- Panel data
- Binary dependent variables: Probit, Logit
- Multinomial variables
- Sample selectivity
- Survival Analysis

Grading:

The grading will combine: homework 20 %, seminar paper 50 %, presentation 30 %

Replication project: A scientific article has to be replicated using the original data (provided by the teachers) and then presented at the meeting mentioned below. => written seminar paper + presentation

Topics will be assigned on 11th April, written work must be handed in until 27th June and must be presented on 4th and 5th July.

Literature:

- Long, Scott: Regression Models for Categorical and Limited Dependent Variables, SAGE, 1997
- Wooldridge, Jeffrey: Introductory Econometrics, 4th, Chapter 14

- David S. Lee and Thomas Lemieux, 2010, Regression Discontinuity Designs in Economics, Journal of Economic Literature
- Angrist and Pischke, Mostly Harmless Econometrics, Chapter 6
- (Winkelmann, Rainer, Bös, Stefan: Analysis of Microdata, Springer, 2006)

239413 Econometrics I

Course, 2.00 hours, 4.00 ECTS credits, weekly

Tuesday, 13:45 – 15:15, room: K 153C March 4 th to June 24 th
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Lecturer

Dr. Martin Halla (Johannes Kepler University, Linz)

Entry requirements

Basic knowledge in Mathematics and Statistics is a prerequisite for this course. Knowledge of very introductory Econometrics is convenient, but not necessary. JKU regular students must have completed the Course and Intensifying course in Empirical Economic Research, 6 ECTS credits.

Course objectives

This is an introductory course on Econometrics. Its goal is to provide students with the understanding of simple econometric models and to introduce them to deal with empirical work in a critical manner.

Econometrics I is part of the Econometrics Curriculum of the Department of Economics. It is structured in a course (CS) and an intensifying course (IC). This course is intended for students of the Bachelor program in Business & Economics who aim to specialize in either Masters in Economics or Masters in Management and Applied Economics. Students of other areas of specialization such as finance or other programs who are interested in empirical quantitative methods are highly welcome.

Content

Topics include the analysis of multiple regression problem, estimation and inference. Analysis of specific econometric problems and a brief introduction to the analysis of time series variables.

Grading and assessment

Before students attend the CS, they are asked to study the relevant chapters in the textbook. In class the material is discussed together thoroughly. Two short tests on the reading assignments will be given (without extra notice) during the semester. On each test students can gain a maximum of 20 points. The best score 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.

Basic reading

WOOLDRIDGE, J.M. (2009): *Introductory Econometrics. A Modern Approach*, Cincinnati: South-Western Cengage Learning, 4th edition.

239414 Econometrics I

Intensive Course, 1.00 hours, 2.00 ECTS credits, weekly

Tuesday, 15:30 – 17:00, room: HF 9915 May 20 th – June 24 th

Lecturer

Dr. Martin Halla (Johannes Kepler University, Linz)

Entry requirements

Basic knowledge in Mathematics and Statistics is a prerequisite for this course. Knowledge of very introductory Econometrics is convenient, but not necessary. JKU regular students must have completed the Course and Intensifying course in Empirical Economic Research, 6 ECTS credits.

Course objectives

This is an introductory course on Econometrics. Its goal is to provide students with the understanding of simple econometric models and to introduce them to deal with empirical work in a critical manner.

Econometrics I is part of the Econometrics Curriculum of the Department of Economics. It is structured in a course (CS) and an intensifying course (IC). This course is intended for students of the Bachelor program in Business & Economics who aim to specialize in either Masters in Economics or Masters in Management and Applied Economics. Students of other areas of specialization such as finance or other programs who are interested in empirical quantitative methods are highly welcome.

Content

Topics include the analysis of multiple regression problem, estimation and inference. Analysis of specific econometric problems and a brief introduction to the analysis of time series variables. The CS's focus is on econometric theory and applications are being taught in the accompanying IC. All IC meetings will take place in the computer lab.

Grading and assessment

The integral parts of the IC are five take-home problem sets consisting of practical exercises. Students will be assigned to present the solutions of the exercises in the computer lab. This is followed by a general discussion of the motivations, intuitions, and analytics of each exercise. Each problem set consists of about five exercises. The problem sets can be downloaded next to the relevant date in the table below. To solve the exercises, students are free to use any calculator, computer, or software package. However, Stata is highly recommended.

Before the meeting students should (i) send their completely solved exercises to jku.econometrics@gmail.com, and (ii) register in the list in class. In order to register for an exercise it is necessary that one has worked and thought through the whole exercise. Of course, one may work together with other colleagues to solve the problem sets. However, each student must be able to explain the solution to the class clearly. [Please make sure, when you are assigned to present the solution to an exercise in class that you do that in a clear and efficient way. I suggest you use the log-file or the text-file which you have submitted via email.] After the meeting students should recapitulate the whole problem set at home.

In sum the exercises allow to collect 30 points. In general an exercise accounts for one point; otherwise it is explicitly stated. Moreover, the quality of the presentation counts. For a very good presentation students get an additional point, for a very bad presentation one point is lost. The grading scale for the IC will be as follows:

Points	Grade
25 or more to 24	Very good
23 to 22	Good
21 to 19	Satisfactory
18 to 16	Adequate
15 to 0	Unsatisfactory

Basic reading

IC: (optional): Adkins, Lee C und R. Carter Hill (2008), Using Stata for Principles of Econometrics, 3rd ed., Wiley.

ECONOMICS – MASTER LEVEL

239505 Welfare Economics

Course, 2.00 hours, 4.00 ECTS credits, weekly

Tuesday, 10:15 - 11:45, room: K 153 C March 4 th to June 24 th

Lecturer

Prof. DI Dr. Johann Brunner (Johannes Kepler University, Linz)

Course objectives

Students are familiar with the conditions for Pareto efficiency of general equilibrium in a static and a dynamic model of the economy, and in the presence of uncertainty (contingent goods). Students understand the concept of social welfare functions in the sense of Samuelson / Bergson and the basics of social choice theory, and they know methods how to measure welfare effects due to price changes.

Course content

Pareto efficiency, first fundamental theorem of Welfare Economics, extensions and criticism, social welfare functions, social choice theory, Hicksian measures of welfare changes.

Methods

Lecture based on course reader, exercises

Grading

Active class participation, final examination, re-sit examination (if necessary)

Required reading

Course reader

239103 The Multinational Firm in the Global Economy

Course, 2.00 hours, 4.00 ECTS credits, weekly

Monday, 12:00 – 13:30, room: K 033C Wednesday, 10:15 – 11:45, room: HS 4 or HF 9901 (please check rooms in KUSSS) March 3 rd to June 30 th
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Lecturer

Dr. Eddy Bekkers (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

The goal of the course is to gain a basic understanding of the theory on multinational firms and foreign direct investment (FDI) and to become familiar with the main empirical findings on multinational firms and FDI. After the course you should be able to explain the main concepts and theories and empirical findings from the literature.

Course content

We cover the following themes, following the book used for the course:

- (a) Facts and Issues
- (b) Overview of concepts, theory and empirical findings
- (c) Theory on horizontal FDI
- (d) Theory on vertical FDI
- (e) Theory on the role of the firm in FDI
- (f) Empirics: determinants of FDI
- (g) Empirics: Host country effects
- (h) Empirics: Home country effects
- (i) Policy Implications
- (j) Selected Topic: Outsourcing, Firm Heterogeneity and/or Transfer Pricing

The focus in the course will be on understanding concepts, theories and empirical findings and not on the mathematical details of the theoretical models and the econometric details of the empirical tests.

Grading

Grading is based on a mid-term exam (45%), a final exam (45%) and homework sets (10%).

Course Organization

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

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 $80\% \cdot 80\% = 64\%$.

Literature

- (a) Barba Navaretti, Giorgio and Anthony J. Venables (2006). *Multinational Firms in the World Economy*. Princeton University Press.
(b) Articles on selected topic (outsourcing, firm heterogeneity and/or transfer pricing).

239101 Microeconomics II

Course, 2.00 hours, 4.00 ECTS credits, weekly

Monday, 13:45 – 15:15, room: T 212
Wednesday, 15:30 – 17:00, room: HS 12
March 3 rd to June 25 th

Lecturer

Dr. Eddy Bekkers (Johannes Kepler University, Linz)

Details to be announced

239114 Microeconomics II

Intensive Course, 1.00 hours, 2.00 ECTS credits, weekly

Monday, 15:30-17:00, room: MZ 005A
March 3 rd to June 30 th

Lecturer

Dr. Eddy Bekkers (Johannes Kepler University, Linz)

Course objectives

The Intensifying Course Microeconomics II discusses into more depth the themes addressed in the course Microeconomics II, <http://i4ide.org/people/~francois/students/239101KS.htm>. In particular, we will do exercises on the themes of the course and there is the possibility to pose questions on issues unclear in the course Microeconomics II.

Grading

30 % Presentations in class
70 % Final exam

The grade of the presentations is based upon: fraction of exercises prepared times marks achieved.

Grades for presentations are 1 (100%), 2 (80%), 3 (60%), 4 (50%) and 5 (30%).

Final exam is closed book and consists of open questions.

Course Organization

For each tutorial students have to prepare homework exercises and can indicate their willingness to show their solution in front of the group on a list distributed in class before the tutorial starts. Also, there will be a discussion of selected themes from the course.

239334 Macroeconomics II

Course, 2.00 hours, 4.00 ECTS credits, weekly

Wednesday, 13:45 – 15:15, room: K 012D
March 5 th to June 25 th

Lecturer

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

Course content

Synopsis of the history of macroeconomic theory, intertemporal budget restrictions and transversality conditions, modern macroeconomic theory of consumption, modern investment theory, the Ramsey model and real business cycle theory, micro-foundations of the new Keynesian macro-economic theory, imperfections on product markets, labour markets, and financial markets; DSGE models in the light of the recent financial crisis; contrasting modern macroeconomic theory with traditional Keynesian and post-Keynesian theory; the effect of monetary and fiscal policy in closed and open economies; balance of payments restrictions and exchange rate dynamics in the intertemporal context. Debating the state of macro-economics in the light of the recent financial and economic crisis

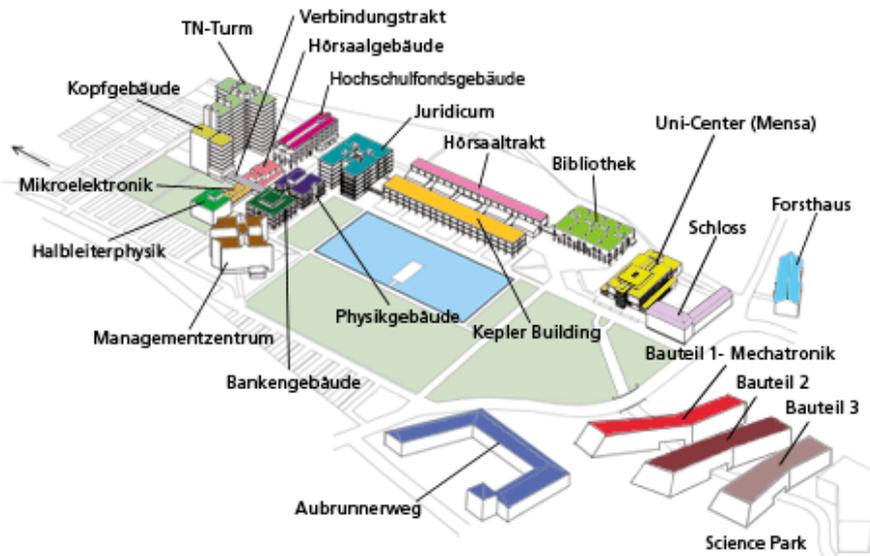
Course objectives

This course deals with macroeconomic theory at an advanced level. Modern macroeconomic theory is characterised by two features: firstly, it has attempted to bridge the traditional gap between micro and macroeconomic theory. Secondly, it puts the emphasis on the analysis of market failure: in other words, it concentrates on finding out the reasons why there are suboptimal outcomes in the marketplace. In relation to this, we will deal with market failure in product markets, labour markets and financial markets as well as interaction between these markets. This will enable us to understand why fluctuations in market economies, unemployment and problematic behaviour by financial institutions (including banking crises and speculative bubbles) can arise. We will also examine the effects of monetary and fiscal policy in such a context. Finally, we will follow the discussion about the impacts of the current financial crisis on the development of macro-economic theory.

Literature

D. Romer: Advanced Macroeconomics, McGraw-Hill; Handbook of Monetary Economics, North-Holland; Obstfeld and Rogoff: Open Economy Macroeconomics; A. Benassy-Quere, B. Coeure, P. Jacquet, J. Pisani-Ferry: Economic Policy; Theory and Practice; Oxford University Press; Jodi Gali: Monetary Policy, Inflation, and the Business Cycle: An Introduction to the New Keynesian Framework, MIT Press.

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	Kopfgebäude
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	Universitäts-sportinstitut
VE	VOEST BG 01
W	Welserstraße
WO	Wolfauerstraße