



**JOHANNES KEPLER
UNIVERSITY LINZ**

Course Brochure

Faculty of Social Sciences, Economics and Business

Courses taught in English

Spring 2024

Table of Contents

BUSINESS COURSES – BACHELOR LEVEL	5
ECONOMICS COURSES – BACHELOR LEVEL	40
OTHER COURSES – BACHELOR LEVEL	47
BUSINESS ADMINISTRATION – MASTER LEVEL	58
Master Program Management	58
Master's Program Leading Innovative Organizations	103
COURSES - Master program Economics	108
COURSES - Master program Economics and Business Analytics	112
COURSES - Master program Business Informatics	115
COURSES - Master program Statistics	117
Map of JKU Campus	120

Important

Important

Important

*Because there might be changes to the schedule, please check KUSSS regularly.
Teachers may send out emails, therefore, please ensure that your email address in the
KUSSS-system is one that you are checking on a regular basis.*

BUSINESS COURSES – BACHELOR LEVEL.....	5
Institute of Entrepreneurship	5
281410 Innovation and Entrepreneurship.....	5
281420 Innovation and Entrepreneurship.....	5
281430 Innovation and Entrepreneurship.....	6
281450 Entrepreneurial and Leadership Skills	6
281460 Advanced Topics in Innovation and Entrepreneurship: Enabling Entrepreneurship or Creating entrepreneurial Settings.....	7
281550 Research Seminar in Organization, Innovation and Entrepreneurship	8
Institute of Finance – Department of Corporate Finance.....	9
249365 Corporate Governance	9
Institute of Finance – Department of Asset Management.....	9
249441 International Investments.....	9
Institute of Financial Accounting and Auditing	11
250910 Basics of International Financial Reporting and Perspectives on Digitalization	11
250900 Basics in Academic Writing.....	12
250920 Auditing of Multinational Firms.....	13
Institute of Innovation Management	14
284018 Responsible Innovation	14
Institute for Integrated Quality Design	15
590013 Environmental and Quality Management.....	15
Institute of International Management	16
247024 Introduction to Strategy & International Management.....	16
247063 Basics in International Business and Market Entry	17
247005 International Business	18
247004 International Market Entry.....	19
247xxx Cross Cultural Management.....	20
247060 Managing Projects in Virtual Teams	22
247061 International Collaboration and Negotiation	23
247033 Special Topics in International Management – International Negotiation	24
Institute of Management Accounting	25
282001 Management Control	25
Institute of Organization.....	26
266001 Introduction to Organization.....	26
266033 Organization Theory and Behavior	27
266008 Advanced Topics in Organization and Innovation.....	27
266010 Research Seminar in Organization, Innovation and Entrepreneurship	28
266029 Organizing Sustainability	28
266023 Research Seminar Sustainability.....	29
Institute of Production and Logistics Management	30
245320 Supply Chain Fundamentals – MUSSS O.C.....	30
245311 Operations and Supply Chain Management	30
245312 Operations and Supply Chain Management	31
245314 Transportation Logistics.....	32
245315 Software Tools for Decision Support in Transportation Logistics.....	32
245316 Research Seminar in Operations, Transport and Supply Chain Management.....	33
Institute of Retailing, Sales and Marketing	34

241063 International Marketing Cases	34
Institute of Tax Management	35
251300 Basics of Business Taxation	35
Human Resource Development, Gender and Diversity Management	36
536002 Introduction to Gender and Diversity	36
Linz Institute of Technology	37
510003 Sustainable Business Practice	37
Centre for Business Languages and Intercultural Communication	38
54771E Case Studies English (C1)	38
Institute of Business Informatics – Information Engineering	39
256756 Business Impacts of Digitalization and Supply Chain Management	39
ECONOMICS COURSES – BACHELOR LEVEL	40
Department of Economics	40
239527 Introduction to Macroeconomics	40
239528, 239529 Introduction to Macroeconomics	40
239201, 239712 Introductory Microeconomics	41
239532 The Financing of Corporations	41
239042 Data and Research Designs in Economics	42
239141 Behavioral Economics	43
239418 Managerial Economics	43
239403 Economics of Inequality	44
239401 Intermediate Econometrics	44
239402 Intermediate Econometrics	45
239440 Data Analysis and Economic Methods	46
OTHER COURSES – BACHELOR LEVEL	47
547E98 Academic Writing English (C1)	47
3670xx Advanced Software Development	47
229069 Comparative Social Policy	48
237546 Critical Thinking (or 237125 Foundations in Philosophy)	50
547xxx Intercultural Skills English (C1)	50
237544 Interdisciplinary Perspectives 1: Social Sciences	51
141022 International Business Law: Principles and Cases	51
536300 Introduction into Gender Studies in Science and Engineering	52
231201 Paradigms and Current Trends of Sociological Thought II – Conflict, Power, and Domination	52
229211 Political and Economic Developments in Europe	54
237547 Philosophy and Philosophy of Science	55
237004 Selected Topics in Practical Philosophy – Research Integrity (RCR), Environment and AI	55
238332 Statistics	55
231015 Technology and Society	56
232490 Work Psychology	57
BUSINESS ADMINISTRATION – MASTER LEVEL	58
Master Program Management	58
<i>General Management Competence</i>	58
269060 Creating Strategic Advantages	58

241009 Introduction to Marketing Management	59
267014 Advances in Leadership, Human Resource Management, and Change	61
282016 Managerial Accounting	63
250047 Financial Accounting.....	65
249710 Corporate Finance	66
281300 Entrepreneurship	68
<i>Methods in Management Research</i>	69
247036, 231154 Qualitative Research Methods	69
241054, 241055 Quantitative Research Methods.....	70
246020 Introduction to Digital Transformation and Technologies	72
<i>Interpersonal Skills and Intercultural Competence</i>	73
247042 Intercultural Competence.....	73
267102, 267020 Negotiation Skills	75
267103, 267023 Team Development & Group Dynamics.....	76
269064 Presentation and Moderation Skills	78
241057, 241061 Key Sales Skills and Sales Psychology	80
<i>Competence Area – Marketing Management in a Digital World</i>	82
241017 International Marketing Communications and Social Media	82
241012 International Marketing Management	83
241014 Contemporary Issues in Marketing Management	85
241040 Advanced Topics in B2B-Marketing.....	87
241015 Consumer Insights and Relationship Marketing.....	88
<i>Competence Area – Digital Transformation: Leadership, Human Resource Management and Change</i>	90
267114 Digital Transformation: Continuous Change & Ambidexterity	90
267112 Digital Transformation: Managing Change	91
267113 Human Resource Architectures and Management	92
267015 Leaders, Groups and their Organizational Environment	94
<i>Competence Area – Strategic and International Management in a Digital World</i>	95
247030 Global Strategic Management	96
247035 Virtual Collaboration in a Global Context	97
Business Models and the impact of Digitalization and Sustainability	99
269066 Strategic Management in dynamic and complex environments	101
BUSINESS ADMINISTRATION – MASTER LEVEL	103
Master’s Program Leadership and Innovation in Organizations	103
<i>Module “Innovation networks and alliances”</i>	103
284013 KS: CI1 Innovation networks and alliances.....	103
284011 SE: CI1 Innovation networks and alliances.....	103
<i>Module “Financial and strategic market analysis”</i>	104
266024 KS CI2: Financial Analysis.....	104
510002 KS CI2: Digital Market Strategy	105
<i>Module “Leadership skills and entrepreneurial skills”</i>	105
267011 SE : MS3: Leadership skills	105
284017 SE : MS4: Entrepreneurial skills	106
<i>Module “Research skills II”</i>	106
266026 SE : RS3: Research toolkit II	106

COURSES - Master program Economics.....	108
239307 Gender Aspects in Economics.....	108
239317 Gender Aspects in Economics.....	108
239001 Managerial Economics 2.....	108
239503 The Multinational Firm in the Global Economy	109
239328 Regulation and Antitrust.....	109
239311 Labor Markets, Unemployment, and Migration	110
239428 Public, Health, and Environmental Economics II	111
COURSES - Master program Economics and Business Analytics.....	112
249444 Banking.....	112
239139 Seminar Financial Economics.....	112
239150 Economics of Digital Markets.....	113
239214 Online Marketplace.....	113
245007 Programming for Business Tasks	114
COURSES - Master program Business Informatics.....	115
258410 Data Mining.....	115
258415, 25416, 258417, 258418 Data Mining.....	115
245606 Advanced Topics in Production, Logistics and Supply Chain Management – Multi-Objective Optimization	116
245628 Computational Logistics: Metaheuristic	116
COURSES - Master program Statistics.....	117
238233 Experimental Design.....	117
238241 Statistical Principles of Data Science.....	117
238231 Advanced Statistical Inference.....	118
238232 Advanced Statistical Inference.....	118
238344 Bayes Statistics	118
238207 Statistical Learning	119
238105 Data Science	119
Map of JKU Campus	120

Faculty of Social Sciences, Economics and Business

BUSINESS COURSES – BACHELOR LEVEL

Institute of Entrepreneurship

281410 Innovation and Entrepreneurship

Course, 2.00 hours, 3.00 ECTS credits, 2nd year

Wednesday, 10.15 – 11.45 March 6 th to June 26 th , 2024 Wednesday, June 19 th , 10.15 – 11.45, Final Exam Wednesday, June 26 th , 10.15 – 11.45, Retake Exam

Lecturers

Univ.-Prof.ⁱⁿ Dr.ⁱⁿ Elisabeth Berger

Entry requirements

JKU regular students must have completed the courses Introduction to Organization (3 ECTS) and Introduction to Change and Innovation Management (3 ECTS)

Incoming exchange students must have completed either 6 ECTS in the subject area or at least one year of a Bachelor programme in Business and Management.

Course objectives

Students are aware of entrepreneurship, intrapreneurship and innovation management as career options. Students possess a comprehensive overview of state of the art innovation and entrepreneurship research and relevant tools.

Course content

- Innovation management, intrapreneurship and entrepreneurship as career options
- Fostering innovation in established organizations: Innovation journeys within and beyond organizational boundaries
- Founding new ventures: Steps in the foundation phase, support institutions, tools for foundation and succession (f.i. businessplan)
- Innovation and entrepreneurship theory and state of the art in empirical research

Assessment/Grading

Written exam

281420 Innovation and Entrepreneurship

Intensifying Course, 2.00 hours, 3.00 ECTS credits, 2nd year

Thursday, 12.00 – 13.30 Friday, March 8 th , 13.45 – 18.45, Workshop March 7 th to June 20 th , 2024 Thursday, June 20 th , 15.30 – 17.00, Final Exam

Lecturers

Dr. Florian Köhne, Maren Umdasch, MSc MBA

Entry requirements

JKU regular students must have completed the courses Introduction to Organization (3 ECTS) and Introduction to Change and Innovation Management (3 ECTS)

Incoming exchange students must have completed either 6 ECTS in the subject area or at least one year of a Bachelor programme in Business and Management. In addition the course 281410 “Innovation and Entrepreneurship” must be taken simultaneously.

Course objectives

Students possess a deepened understanding of state of the art innovation and entrepreneurship research as well as of appropriate tools, and are capable of applying their knowledge to the context of fostering innovation and/or new venture creation.

Course content

- Deeper understanding and/or practical application of the following topics:
- Fostering innovation in established organizations: Innovation journeys within and beyond organizational boundaries
- Founding new ventures: Steps in the foundation phase, support institutions, tools for foundation and succession
- Innovation and entrepreneurship theory and current empirical research

Assessment/Grading

Term paper, presentation and exam

281430 Innovation and Entrepreneurship

Intensifying Course, 2.00 hours, 3.00 ECTS credits, 2nd year

Thursday, 15.30 – 17.00	
Friday, March 8 th ,	13.45 – 18.45, Workshop
March 7 th to June 20 th , 2024	
Thursday, June 20 th , 15.30 – 17.00,	Final Exam

Lecturers

Dr. Florian Köhne, Maren Umdasch, MSc, MBA

Entry requirements

JKU regular students must have completed the courses Introduction to Organization (3 ECTS) and Introduction to Change and Innovation Management (3 ECTS)

Incoming exchange students must have completed either 6 ECTS in the subject area or at least one year of a Bachelor programme in Business and Management. In addition the course 281410 "Innovation and Entrepreneurship" must be taken simultaneously.

Course objectives

Students possess a deepened understanding of state of the art innovation and entrepreneurship research as well as of appropriate tools, and are capable of applying their knowledge to the context of fostering innovation and/or new venture creation.

Course content

- Deeper understanding and/or practical application of the following topics:
- Fostering innovation in established organizations: Innovation journeys within and beyond organizational boundaries
- Founding new ventures: Steps in the foundation phase, support institutions, tools for foundation and succession
- Innovation and entrepreneurship theory and current empirical research

Assessment/Grading

Term paper, presentation and exam

281450 Entrepreneurial and Leadership Skills

Seminar, 2.00 hours, 3.00 ECTS credits, 3rd year

Wednesday, March 13,	15.30 – 18.45
Wednesday, March 20,	15.30 – 18.45
Wednesday, April 10,	15.30 – 18.45
Wednesday, April 24,	15.30 – 18.45
Wednesday, May 8,	15.30 – 18.45
Wednesday, May 22,	15.30 – 18.45
Wednesday, May 29,	15.30 – 18.45
Wednesday, June 12,	15.30 – 17.00

Lecturer

Dr. Florian Köhne, Lukas Schnell, MSc

Entry requirements

JKU regular students must have completed the module "Foundations of Organization" or the module "Foundations of Innovation and Entrepreneurship".

Incoming exchange students must have completed either 6 ECTS in the subject area or at least one year of a Bachelor programme in Business and Management.

Course objectives

Students will improve their entrepreneurial and leadership capacity. They will develop enhanced presentation and pitching skills. They will know how to work and lead effectively in diverse and innovative teams.

Course content

- Get practice-oriented knowledge and skill training for entrepreneurial organizing and leadership
- Work in diverse groups of students
- Moderate meetings and lead teams
- Master innovation journeys

Methods

Interactive and practice-oriented

Assessment

Presentations and term paper

281460 Advanced Topics in Innovation and Entrepreneurship: Enabling Entrepreneurship or Creating entrepreneurial Settings

Seminar, 2.00 hours, 3.00 ECTS credits, 3rd year

Tuesday, March 19,	08.30 – 11.45
Tuesday, April 9,	08.30 – 11.45
Tuesday, April 30,	08.30 – 11.45
Thursday, May 16,	10.15 – 14.30
Friday, May 17,	10.15 – 14.30
Tuesday, May 28,	08.30 – 11.45
Tuesday, June 18,	08.30 – 11.45

Lecturer

Prof.ⁱⁿ Dr.ⁱⁿ Elisabeth Berger, Lukas Schnell, MSc

Entry requirements

JKU regular students must have completed the module "Foundations of Organization" or the module "Foundations of Innovation and Entrepreneurship".

Incoming exchange students must have completed at least one year of a Bachelor programme in Business and Management as well as 6 ECTS in the subject area if they do not take the course and intensifying course "Innovation and Entrepreneurship" simultaneously.

Course objectives

Students possess in-depth and critically reflected knowledge about innovation and entrepreneurship issues and are able to apply their knowledge to real-life challenges.

Course content

Students gain detailed knowledge in advanced topics and apply the generated knowledge to the real-life issue of fostering entrepreneurship. Enabling and co-developing a specific entrepreneurship format, students gain insights behind the scenes as facilitators of entrepreneurship and innovation

Assessment

Term paper

281550 Research Seminar in Organization, Innovation and Entrepreneurship

Seminar, 2.00 hours, 3.00 ECTS credits, 3rd year

Monday, March 18,	15.30 – 18.45
Tuesday, April 9,	15.30 – 18.45
Tuesday, April 23,	15.30 – 20.30
Monday, May 13,	15.30 – 18.45
Tuesday, June 18,	13.45 – 18.00
Tuesday, June 25,	13.45 – 17.00

Lecturer

Univ.-Prof.ⁱⁿ Dr.ⁱⁿ Elisabeth Berger

Entry requirements

JKU regular students must have completed the module “Foundations of Innovation and Entrepreneurship” and “Foundations of Organization”.

Incoming students should have completed basics in research methods and scientific writing (6 ECTS) as well as having completed at least 6 ECTS in Entrepreneurship and/ or Innovation.

Course objectives

- search, review and assess scientific literature critically,
- work empirically
- write a seminar thesis following academic writing standards,
- deliver a presentation in a scientific context in front of an auditorium,
- work successfully in teams.

Course content

Focus on understanding and portraying local start-ups. Planning of research and research application in the field; Research methods; Presentation and critical discussion of findings of studies.

Methods

Lecture, discussion, fieldwork (e.g. interviews), groupwork and presentation

Assessment

Term paper

Institute of Finance – Department of Corporate Finance

249365 Corporate Governance

Intensifying Course, 2.00 hours, 3.00 ECTS credits

Thursday, March 14,	12.45 – 16.15	
Thursday, March 21	12.45 – 16.15	
Thursday, May 23,	12.45 – 16.15	
Thursday, June 6,	12.45 – 16.15	
Wednesday, June 19,	12.00 – 13.30,	Final Exam
Monday, July 8,	10.15 – 11.45,	Retake Exam

Lecturer

Assoz. Univ.Prof. Dr.ⁱⁿ Eva Wagner, Assoz. Univ.-Prof. Dr. Markus Dick

Entry requirements

JKU regular students must have completed the course “Fundamentals of Financial Management”.

Incoming exchange students must have completed at least one course in the field of Financial Management (Financing, Budgeting).

Course objectives

The students have knowledge of the basic concepts of corporate governance and the theory of the firm. They are aware of the role of important governance characteristics (such as corporate ownership) and can evaluate how corporate governance affects managerial decisions and the financial performance of the corporation. The students understand how corporate social responsibility (CSR) is related to corporate governance. International comparisons and differences in corporate governance are emphasized throughout the course.

Course contents

The following topics will be covered:

- Discussing the key economic features of corporate governance systems across different economies
- Applying key theoretical approaches of the firm such as agency theory to corporate governance
- Analyzing how corporate governance characteristics influence financial performance and managerial decisions
- Highlighting the role of different ownership structures in general and of family ownership in particular
- Shedding light on the role of stakeholders and corporate social responsibility (CSR) dimensions of corporate governance

Assessment

Participation and presentation, Exam

Institute of Finance – Department of Asset Management

249441 International Investments

Course, 2.00 hours, 3.00 ECTS credits

Monday, March 4,	16.30 – 19.45	
Monday, March 11,	16.30 – 19.45	Zoom
Monday, March 18,	16.30 – 19.45	Zoom
Monday, April 8,	16.30 – 19.45	Zoom
Monday, April 15,	16.30 – 19.45	Stand-by
Monday, April 22,	16.30 – 19.45	Stand-by
Monday, May 6,	12.00 – 13.00	Exam
Wednesday, May 22,	12.00 – 13.00	Retake Exam

Lecturer

Dr. Andreas Göttfert, BSc MSc

Entry requirements

JKU regular students must have completed the course “Fundamentals of Financial Management”.

Incoming exchange students must have completed at least one course in the field of Financial Management (Financing, Budgeting).

Course objectives

The course focuses on principles of financial investments in the international context. Students should become familiar with the functioning of international financial markets and obtain extensive knowledge of financial instruments and their valuation. Furthermore, students should be able to understand which strategies portfolio managers may apply to hedge risks by use of financial derivatives.

Course contents

The following topics will be covered:

- Securities, Asset Classes and (International) Financial Markets
- Valuation of Bonds and Stocks
- Portfolio Theory
- Portfolio Risk: Sources, Measurement and Management (including Derivatives)
- Global Investing and International Diversification
- Foreign Exchange Markets, Exchange Rate Determinants and Forecasting

Assessment

Written exam, practical exercises

Required Reading

Bodie, Z., Kane, A., Marcus, A.J. (2018). Investments, 11th ed., McGraw-Hill.

Fabozzi, F.J., Jones, F.J. (2019). Foundations of Global Financial Markets and Institutions, 5th ed., MIT Press.

Solnik, B., McLeavey, D. (2014). Global Investments, 6th ed., Pearson.

Valdez, S., Molyneux, P. (2016). An Introduction To Global Financial Markets, 8th ed., Palgrave.

Institute of Financial Accounting and Auditing

250910 Basics of International Financial Reporting and Perspectives on Digitalization

Course, 2.00 hours, 3.00 ECTS credits

Thursday', April 11,	13:45 – 17:00	
Thursday', April 18,	13:45 – 18:00	
Thursday', April 25,	13:45 – 17:00	
Thursday', May 2,	14:30 – 16:15	Mid-term exam
Thursday', May 23,	13:45 – 18:00	
Thursday', June 6,	13:45 – 17:00	
Thursday', June 13,	13:45 – 17:00	
Thursday', June 20,	13:45 – 17:00	Stand-by
Thursday', June 27,	14:30 – 16:15	Final exam
Thursday', July 18	09:15 – 11:00	Retake exam

Lecturer

Univ.-Ass. Sabine Maria Graschitz, PhD

Course objectives

The class starts with an introductory section covering basic knowledge of accounting/double-entry bookkeeping and the effects of corporate actions on a firm's financial statements. Additionally, the course provides further insights into the impact of forthcoming digitalization on the accounting process and the future productivity benefits, given the implementation costs and developments of electronic filing and digital reporting.

The second part of the course will introduce selected International Financial Accounting Standards (IFRS) as required accounting rules for listed entities in the European Union and will highlight the underlying fundamental principles of (consolidated) financial statements prepared according to IFRS. The course aims to provide students with a profound knowledge of selected IFRS covering the most crucial standards, including the basics of financial statement's presentation and selected topic standards.

By the end of the course, the students will have a basic understanding of the most common international accounting standards and the accounting process itself. Furthermore, they will be able to find, understand and interpret financial statements according to IFRS.

Course contents

The course covers the following topics:

- Basics of accounting/double-entry bookkeeping, the accounting process and where to find corporate reports
- Selected IFRS as e.g.
 - Conceptual Framework and underlying concepts of IFRS
 - Presentation of Financial Statements (IAS 1)
 - Property, Plant and Equipment (IAS 16)
 - Impairment of Assets (IAS 36)
 - Fair Value Measurement (IFRS 13)
 - Leasing (IFRS 16)
 - Intangible Assets (IAS 38)

Assessment

In-class participation, mid-term and final exam, homework

Methods

The course follows an integrated concept, consisting of theoretical input, practical application of knowledge by solving examples, and group discussions. The lectures start with theoretical input supported by a slide presentation summing up the respective IFRS's major rules accompanied by selected examples solved in class. Class participants are asked to prepare further examples for the following lecture as homework by applying the theoretical knowledge presented in the lectures. All examples will then be solved and discussed in class.

Study Material

- Powerpoint Slides and Examples sold as script
- Additional material (e.g. case studies & and further readings) will be provided for download in KUSSS

250900 Basics in Academic Writing

Course, 2.00 hours, 3.00 ECTS credits

Wednesday, 13.45 – 17.00

April 10th to June 26th, 2024

Wednesday, June 12th, 08.30 – 10.00,

Final Exam

Wednesday, June 26th, 13.45 – 15.15,

Retake Exam

Lecturer

Markus Mottinger, MA

Course objectives

The course provides an overview of quantitative and qualitative research methods and perspectives in the field of business research. Students should understand the characteristics and possible applications of different research methods and learn to assess the quality of scientific work. The course should enable students to conduct their own research project.

In the course 'Basics in Academic Writing' students will learn:

- The nature and structure of business research
- The relevance of business research for both academics and practitioners.
- How to evaluate and discuss a scientific paper
- An overview of the most common research designs (e.g., experimental, archival, survey)
- How to carry out a research project including the selections and application of appropriate methods

Structure

The following topics will be covered in detail:

- Business research designs and methods
- Planning a research project and developing research questions
- Reviewing existing literature
- Ethics in business research
- Writing up business research
- Sampling in quantitative research
- Gathering Data for quantitative research designs and analysis of quantitative data
- Sampling in qualitative research
- Interviewing in qualitative research & asking questions
- Content analysis, participant observation & focus group

Requirements and Grading

In-class participation, presentation and final exam.

Required Course Reading

- Bell, E., Bryman, A. & Harley, B. (2019). Business research methods (5th edition). Oxford University Press.
- Döring, N., & Bortz, J. (2016). Forschungsmethoden und Evaluation in den Sozial- und Humanwissenschaften (5th, Ed.). Springer.

alternatively:

- Neuman, W. L. (2014). Social research methods: Qualitative and quantitative approaches (7th ed.). Pearson.

Recommended Readings

- Bloomfield, R., Nelson, & M., Soltes, E. (2016): Gathering Data for Archival, Field, Survey, and Experimental Accounting Research. Journal of Accounting Research, Vol. 54; No. 2, pp. 341 -395).
- Horrocks, C., & King, N. (2010). Interviews in qualitative research. United Kingdom: Sage.
- Smith, M. (2022). Research Methods in Accounting (6th edition). Sage.

250920 Auditing of Multinational Firms

Course, 2.00 hours, 3.00 ECTS credits

Tuesday, 12.00 – 14.30

March 19th to June 4th, 2024

Wednesday, 8.30 – 10.00

June 12th to June 26th, 2024

Wednesday, June 26th, 08.30 – 10.00, Final Exam

Lecturer

Univ.-Prof. Dr. Marcel Steller

Course objectives

The course presents an integrated concepts approach to auditing that details the audit process from start to finish. It provides a comprehensive and up-to-date knowledge, including discussion of new standards, codes, and concepts, and illustrates auditing concepts using practical examples and real world settings. It further aims at providing a basic understanding of the necessity of an independent audit and its role in the corporate governance discussion.

This course consists of two parts. Part one covers the audit profession, starting with the nature of auditing and continuing with international audit oversight body, international auditing standards, audit reports, professional ethics and independence rule, and legal liability. Part two covers the audit process, starting with the audit responsibilities and objectives and continuing with audit evidence, audit planning and materiality, assessing the risk of material misstatement and fraud risk, internal control, and overall audit strategy and program. Additionally, students will develop an understanding of the objectives and challenges of financial statements' audits of multinational firms and group audits.

Course contents

Clarification of the following basic terms will be covered:

- Basics of auditing process and understanding the four types of audit reports
- International auditing standards
- Professional ethics and independence rule
- Audit risk, audit failure, and legal liability
- Professional scepticism and professional judgment
- Audit evidence and planning, client acceptance and materiality
- Audit risk model and assessing acceptable audit risk
- Types of fraud, assessing and responding to the risk of fraud
- Internal control objectives and COSO components of internal control
- Assess control risks, tests of controls and auditor reporting on internal control
- Overall audit strategy and audit program
- Audit of consolidated financial statements and group audits

Requirements and Grading

In-class participation, homework, midterm exam and final exam.

Required Course Reading

Arens, Alvin, Elder, Randal & Beasley, Mark (2016). Auditing and Assurance Services (16th edition). Pearson.

OECD (2015), G20/OECD Principles of Corporate Governance, OECD Publishing, Paris.
<http://dx.doi.org/10.1787/9789264236882-en>

Institute of Innovation Management

284018 Responsible Innovation

Course, 2.00 hours, 3.00 ECTS credits

Tuesday, March 12, 15.00 – 16.30, Kick-off Further dates to be scheduled in the first meeting.

Lecturer

Univ.-Prof. MMag.Dr. Matthias Fink

Entry requirements

JKU regular students must have completed the course “Sustainability Management Fundamentals”, 3 ECTS.

Course Objectives

Understand the concept of responsibility innovation from a management perspective. Learn about different approaches for sustainable innovation regarding in particular social and environmental issues. Become familiar with different theoretical perspectives for responsible innovation.

Course Content

- The concept and history of the responsibility of innovators.
- The different stakeholders involved in innovation and innovation processes.
- Tension between responsibility and uncertainty
- Tool to resolve the tension (e.g. integrative forecasting)
- The challenge of managing responsible innovation
- Responsible innovation and emotions, maxims and regulation

Assessment and Grading

Exam and class assignments/active participation

Institute for Integrated Quality Design

590013 Environmental and Quality Management

Course, 2.00 hours, 3.00 ECTS credits

Monday, 10.15 – 11.45

Regular classes from March 11th to June 17th, 2024

Monday, June 24th, 10.15 – 11.45, Final Exam

Wednesday, July 24th, 12.45 – 15.15, Retake Exam

Lecturers

Mag. Patrick Frey, MA

Contact

For handing in assignments, questions or problems please contact:

Mag. Patrick Frey, MA, patrick.frey@jku.at

<https://www.jku.at/en/institute-for-integrated-quality-design/>

Course Objectives

The objective of this course is to learn about relevant normative, strategic and operational levels of quality and environmental management and how to integrate sustainability therein in a context of sustainable development. In particular, several tools and frameworks are presented to measure and improve the quality level.

A second focus lies on the concept of a circular economy as one solution to integrate sustainability into the company's operations.

Lastly, the perspectives quality management and environmental management should not only be intertwined by the regular presentation given by the lecturer, but also by a guest lecture held by an industry expert. As a result, the lecture provides for a better understanding of the role of environmental and quality management and managers in organizations.

Course Content

- Various levels of quality management, including service and firm quality
- Fundamental topics of a circular economy
- Guest lecture

Assessment and Grading

Exam and class assignments

Readings

Current scientific and grey literature, e.g.:

- Amores-Salvadó, J., Martín-de Castro, G., & Navas-López, J. E. (2015). The importance of the complementarity between environmental management systems and environmental innovation capabilities: A firm level approach to environmental and business performance benefits. *Technological Forecasting and Social Change*.
- Heras-Saizarbitoria, I., & Boiral, O. (2013). ISO 9001 and ISO 14001: Towards a Research Agenda on Management System Standards*. *International Journal of Management Reviews*, 15(1), 47–65. <https://doi.org/10.1111/j.1468-2370.2012.00334.x>.
- Quality Austria. (2016). *The Integrated Management System: The Position of Quality Austria*. Vienna. Retrieved from <http://www.qualityaustria.com/index.php?id=5365> (accessed: 6.4.2016)

Institute of International Management

247024 Introduction to Strategy & International Management

Course, 2.00 hours, 3.00 ECTS credits

Wednesday, March 6,	10.15 – 13.30	
Wednesday, March 13,	10.15 – 13.30	
Wednesday, March 20,	10.15 – 13.30	
Wednesday, April 10,	10.15 – 13.30	
Wednesday, April 17,	10.15 – 13.30	
Wednesday, April 24,	10.15 – 13.30	
Wednesday, May 22,	12.00 – 13.30	Written final exam
Wednesday, June 12,	12.00 – 13.30	Written retake exam
The course takes place online from 10.15 – 11.45 and in class from 12.00 – 13.30		

Lecturer

Prof.ⁱⁿ Dr.ⁱⁿ Henriett Primecz

Contact

For questions or problems please contact office_iim@jku.at

Course objectives

The goal of this course is to sensitize students to the issues and challenges involved in strategic and international management. Students will get to know the basic theories and models in strategic and international management, as well as relevant management tools and methods in the context of globalization. The course topics reflect the strategy process: Environmental scanning, the cultural context of global management, strategy formulation, strategy implementation, international and global operations, and evaluation and control. The course consists of an introduction, five thematic sessions, and a written exam (plus a replacement exam, if necessary). The teaching language is English. Attendance is recommended for the entirety of all course sessions.

Course Content and Structure

The course topics reflect the strategy process: Environmental scanning, the cultural context of global management, strategy formulation, strategy implementation, international and global operations, and evaluation and control.

The course consists of an introduction, five thematic sessions, and a written exam (plus a replacement exam, if necessary). Attendance is recommended for the entirety of all course sessions.

The structure is the same for all 6 teaching sessions: Self study and preparatory assignment in the first timeslot + face to face / online session in the second timeslot. The written exams will be held via Moodle; the replacement exam is open only for students who failed the main exam or were unable to attend (e.g. due to illness) and provided written certification.

Requirements and Grading

For a passing grade students must obtain at least 50 per cent of the total points in both the written exam and in short submitted paper. The maximum point for written exam is 50 points.

Short submitted paper is about a chosen country or region where you consider to start a new business or expand your own (imagined) business. Please, write a country report of the chosen geographical location which examines the local environment and business opportunities. Structure of the paper and expectations will be discussed in class and a template will be uploaded to Moodle with detailed instructions. The overall length of the paper is 2000-2500 words plus references. Upload your paper before written exam (exact deadline will be indicated in Moodle). The maximum point for short submitted paper is 50 points. Please, note that there is no replacement exam for the short submitted paper as it is a home assignment and you are free to use any sources. Please, also note that deadline is strict and it is not possible to move it. Please, avoid using Chat GPT or any similar AI text producing software. If you choose to support your work with such AI software (e.g. for language editing), **include a paragraph at the end of any assignment that uses AI explaining what you used the AI for and what prompts you used to get the results.** Failure to do so is in violation of academic honesty policies. AI detection and plagiarism checking apply for all submitted papers

The 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).

Course Material

Selected chapters from the following textbooks:

- Bright, David S. et al. (2019). Principles of management. Open-source textbook by Openstax (openstax.org). Houston: Rice University.
- Deresky, H. (2017). International management: Managing across borders and cultures (9th Edition). Boston et al.: Pearson.
- Steers, Richard M. & Osland, Joyce S. (2020). Management across cultures: Challenges, strategies, and skills (4th edition). Cambridge: Cambridge University Press.

Selected journal articles, handouts and videos complement the textbook chapters.

247063 Basics in International Business and Market Entry

Intensifying Course, 2.00 hours, 3.00 ECTS credits

Tuesday 8.30 – 11.45
March 5th – April 30th, 2024

Lecturers

Jeannine Oelschuster, BA MA

Contact

For questions or problems please contact: office_iim@jku.at

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 learn how multinational companies organize their international operations.
- To gain insight into the internationalization process of companies.
- To understand and evaluate process of international strategy formulation and implementation.
- 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 via case study and simulation.

Course Content and Structure

Throughout the course, a combination of lectures and applied discussions, case study and a simulation 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 contribution in the discussions and group exercises are essential for students to get the full value from the class. Therefore, students are expected to contribute equally to all group-level assignments (e.g. case studies) and display an open, motivated and constructive mindset

Attendance is expected for the entirety of all class sessions. Students who do not attend 80% of the total class time will automatically receive a negative grade. If students have scheduling conflicts, they must notify the lecturer at least 24 hours in advance. Absences that are not communicated with lecturers before the start of the session will not be excused. Consequently, any missed graded component in the respective session will result in a negative grade.

Requirements and Grading

Level	Assessment	Percentage
Individual	Participation	10%
Individual	Quizzes x 2	40%
Group	Case Study Presentation	20%
Group	Case Study Report	30%
	Total	100%

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).

Students who do not reach a passing grade on the exam component will be given a second opportunity. Please note that students must be present and write the exams to be given the second opportunity.

Moodle Support

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 accessed on the Moodle course website prior to the beginning of the course.

Points and grades will be posted in Moodle. Please also submit all assignments via Moodle.

Students have to choose between “Basics in International Business and Market Entry” (1 course, 3 ECTS) or “International Business” and “International Market Entry” (2 courses, 3 ECTS each).

247005 International Business

Course, 2.00 hours, 3.00 ECTS credits

Monday, March 11,	13.45 – 17.00
Monday, March 18,	13.45 – 17.00
Monday, April 8,	13.45 – 17.00
Monday, April 15,	13.45 – 17.00
Monday, April 22,	13.45 – 17.00
Monday, April 29,	13.45 – 17.00

Lecturers

Prof.ⁱⁿ Dr.ⁱⁿ Marie-Therese Claes, Johannes Brandstetter, MSc

Contact

For questions or problems please contact: johannes.brandstetter_1@jku.a

Entry requirements

This course is open to international students without further requirements.

Course objectives and Learning Outcomes

- 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 emerging issues in international business, such as issues connected with the climate crisis and international migration.
- 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 via case studies.

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 contribution in the discussions and group exercises are essential for students to get the full value from the class. Therefore, students are expected to contribute equally to all group-level assignments (e.g. case studies) and display an open, motivated and constructive mindset.

Attendance

All sessions will be held in person, unless directly communicated. Attendance is expected for the entirety of all class sessions. Students who do not attend 80% of the total class time will automatically receive a negative grade. If students have scheduling conflicts, they must notify the lecturer at least 24 hours in advance. Absences that are not communicated with lecturers before the start of the session will not be

excused. Consequently, any missed graded component in the respective session will result in a negative grade.

Assessment and Grading

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

Level	Assessment	Percentage
Group	Case Study Analysis (20 % each)	40 %
Individual	Short Tests (10 % each)	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 (in %).

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

Students who do not reach a passing grade on the final exam will be given a second opportunity. Please note that students must be present and write the initial final exam to be given the opportunity to write the second opportunity.

Moodle support

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 accessed on the Moodle course website prior to the beginning of the course. Please note that there are preparatory readings already for the first course session. Points and grades will be posted in Moodle as well. Please submit your assignments via Moodle.

Additional Information

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.

247004 International Market Entry

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

Monday, May 27,	13.45 – 17.00
Monday, June 3,	13.45 – 17.00
Monday, June 10,	13.45 – 17.00
Monday, June 17,	13.45 – 17.00
Monday, June 24,	13.45 – 17.00

Lecturer

Maximilian Kuchenbauer, MSc

Contact

For questions or problems please contact: office_iim@jku.at

Entry requirements

Successful completion of the course “International Business” (or an equivalent course taken at the home university). In case you have not taken “International Business” at JKU, but have taken an equivalent at your home university, please provide the necessary information at the latest one week before the start of the course to office_iim@jku.at.

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

The course is comprised of 5 sessions. 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, a case study, a simulation, group work and in class discussions. As learning occurs through class discussions, attendance of all lectures is expected for their whole duration. Active in-class participation in the discussions and group exercises are essential for you to get the full value from the class.

The course content guides you through the importance of corporate governance throughout international market entries and the different market entry strategies. Furthermore, it introduces you to the evolution of internationalization processes of MNCs, and sheds light on the different market entry modes appropriate for SMEs.

Last but not least, the whole day simulation will enable you to experience the impact of your decisions in a highly complex international environment while managing foreign market entries of a firm.

Students who do not attend 80% of the total class time* will automatically receive negative course grade. If you have scheduling conflicts, you must notify the lecturer (Ivana Goulart) at least 24 hours in advance. Absences that are not communicated with lecturer before the start of the session will not be excused. Consequently, any missed graded component in the respective session will result in a negative component grade.

Assessment and Grading

The assessment of this course is based on the following requirements:

Level	Assessment	Percentage
individual	Exam	40 %
group	Case study analysis + Strategy for expansion	20 %
group	Simulation	30 %
group	Simulation report	10 %
individual	Maximum:	100 %

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).

Readings / Moodle support

We offer a reading package containing all preparatory readings and the case studies for this course. You are expected to read the texts for each session in advance. The reading package can be accessed on the Moodle course website prior to the beginning of the course. Information on the simulation will be provided in class. **Please note that there are preparatory readings already for the first course session.** Grades and feedback will be posted in Moodle. Please submit your assignments via Moodle

247xxx Cross Cultural Management

Seminar, 2.00 hours, 3.00 ECTS credits

247009

Thursday, March 7,	8.30 – 11.45
Thursday, March 14,	8.30 – 11.45
Thursday, March 21,	8.30 – 11.45
Thursday, April 11,	8.30 – 11.45
Thursday, April 18,	8.30 – 11.45
Thursday, April 25,	8.30 – 11.45

Or

247998

Tuesday, March 5,	13.45 – 17.00
Tuesday, March 12,	13.45 – 17.00
Tuesday, March 19,	13.45 – 17.00
Tuesday, April 9,	13.45 – 17.00
Tuesday, April 16,	13.45 – 17.00
Tuesday, April 23,	13.45 – 17.00

Lecturer

Prof.ⁱⁿ Dr.ⁱⁿ Henriett Primecz, Jeannine Oelschuster, BA MA

Entry requirements

This course is open to international students without further requirements.

Contact

For questions or problems please contact office_iim@jku.at

Course Objectives

The goal of this course is to understand the nature of 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; cultural dimensions; basic theories of cross-cultural management; and real cases.

The course takes place in three thematic blocks (two sessions for each block).

Cross-cultural management is best learned in practice. Therefore, the course design is very interactive. Be prepared to bring your personal experience to class and share it with your classmates. Reading the required texts prior to the lecture is highly recommended for the sufficient contribution in class.

Teamwork important part of the learning process, be prepared to have teamwork in every class, and you need to prepare for the sessions with your teammates between sessions.

You are expected to attend all sessions*, and stay for the whole duration of each session. Students who do not attend 80% of the total class time will automatically receive negative course grade. If you have scheduling conflicts, you must notify the lecturer (Dr. Henriett Primecz) at least 24 hours in advance. Absences that are not communicated with lecturers before the start of the session will not be excused. Consequently, any missed graded component in the respective session will result in a negative component grade.

In case the course has to take place virtually or in blended learning manner, the same attendance principles are applied as described above. You will be informed upon semester start whether the classes take place in person or virtually. Professors are prepared to deliver material in any format.

Requirements and Grading

The assessment of this course is based on the following requirements:

Level	Assessment	Percentage
individual	Individual reflection paper on theories and cases discussed in class	50 %
team	One/two team assignment(s)	40 %
individual	Class participation	10 %
individual	Maximum:	100 %

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).

Moodle support

We offer a reading package containing all preparatory readings and the case studies for this course. You are expected to read the texts for each session in advance. The reading package can be accessed on the Moodle course website prior to the beginning of the course. Please note that there are preparatory readings already for the first course session.

Results and feedback will be posted in Moodle. Please submit your assignments via Moodle.

247060 Managing Projects in Virtual Teams

Intensifying Course, 2.00 hours, 3.00 ECTS credits

Thursday, May 16,	08.30 – 11.45	online
Thursday, May 23,	12.00 – 15.15	
Thursday, June 6,	08.30 – 11.45	online
Thursday, June 13,	12.00 – 15.15	
Thursday, June 20,	12.00 – 15.15	Exam

Lecturer

Dr.ⁱⁿ Svetlana Buko

Contact

office_iim@jku.at

Entry requirements

This course is open to international students without further requirements.

Course Learning Framework and Objectives

Remote and hybrid work, new ways of team collaborations, e-internships, flexible schedules, AI applications and home offices became more relevant due to the pandemic changes in the global world. Small and medium businesses, corporations, governments, and educational institutions around the world had to embrace virtual and hybrid work scenarios. This re-invention of the operations makes practical project management (PM) skills in global virtual teams (GVT) more relevant and required in the global employment market. Virtual project management skills are essential for the future work competencies in any field. The main objectives of the course are:

- review key new trends related to the operational aspects of project management in global virtual teams (Google PM framework);
- explore challenges and drivers of the virtual teamwork, tackle conflict management in the intercultural virtual set up;
- delineate and apply modern available formats (sync/async) tools for streamlining collaborative project work in the online environment;
- practice project management in a virtual environment in the format of the small virtual teams via simulation laboratory;
- practice leadership, co-leadership and followership in the virtual teams;
- reflect on the simulation, connect the experience to the discussed theories, and spotlights key competencies needed for successful virtual teamwork.

The course is designed within the following learning framework aligned with Google PM certification: knowledge, attitudes, skills, tools. Teaching is implemented within discovery-based learning methodology, with a focus on the practical small teamwork project rooted in the competency-development approach with elements of reflection.

Course Structure

Students will cover the basic history of virtual team dynamics and management, review the recent New Work trends in virtual communication, reflect on the attitudes of responsibility, hone the skills of collaborative virtual work, digital leadership, technical and human literacy in the online environment, apply practical tools for successful project management in virtual teams using Google PM frameworks.

The course will start with theoretical knowledge about virtual team management trends, will explore key frameworks for organizing effective workflows within the virtual team, communicating in the virtual environment, setting/tracking the goals and tasks, and managing different types of conflict. The next part is the simulation of the virtual assignment within the team – case study laboratory. Small teams will work on the selected case studies, applying the theoretical framework and tools. Mini teams will practice synchronous and asynchronous communication methods for project implementation to resolve the case, present results virtually, and reflect on the implementation process and teamwork as a part of the overall simulation assessment method.

The course includes live on campus and online zoom sessions with professor, individual work, micro learning videos (Google PM), collaborative virtual teamwork, and collaborative

presentations (synchronous and asynchronous) in the virtual setting. Attendance is expected for the entirety of all class sessions. Students who do not attend 80% of the total class time (online and onsite) will automatically receive a negative grade. If students have scheduling conflicts, they must notify the lecturer at least 24 hours in advance via email to professor. Absences that are not communicated with lecturers before the start of the session will not be excused. Consequently, any missed graded component in the respective session will result in a negative grade.

Requirements and Grading

The assessment of this course based on the following activities:

#	Level	Assignment	Percentage
1.	Individual and Peer learning	Analytical Forum Blog Assignment	10%
2.	Group	Group Project Case Study Assignment	50%
3.	Individual	Reflection Assignment	10%
4.	Individual	Test – Exam (Simulation)	20%
5.	Individual and Peer learning	Participation	10%
		Total Maximum	100%

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).

Moodle support

Study information will be synchronous (live lectures-webinars) in Zoom and asynchronous via Moodle platform. On the platform you will find 1) Micro-learning explainers/videos to help direct you with your learning 2) assignments with detailed instructions 3) Reading materials and slides for the live sessions.

- Students are expected to review materials for each session in advance.
 - Students are expected to turn on the cameras during zoom sessions.
 - Students are expected to actively engage and contribute equally to the team project.
- Differentiated team scores will be implemented.
- Points and grades will be posted in Moodle as well.
 - Assignments should also be submitted via Moodle.

247061 International Collaboration and Negotiation

Intensifying Course, 2.00 hours, 3.00 ECTS credits

Friday, May 17,	08.30 – 11.45	Online
Friday, May 24,	12.00 – 15.15	
Friday, June 7,	08.30 – 11.45	Online
Friday, June 14,	12.00 – 15.15	
Friday, June 21,	08.30 – 11.45	Online

Lecturer

Dr.ⁱⁿ Svetlana Buko

Contact

office_iim@jku.at

Entry requirements

This course is open to international students without further requirements.

Course Objectives

International hybrid work, e-internships, and intercultural collaborations of mixed teams are now an integral part of work competencies in the global world. International collaboration and negotiation skills are now essential for managers in startups, small and medium businesses, corporations, governments, NGOs, and educational institutions.

The main objectives of the course are:

- review key new trends related to networking for collaborative international work
- identify new innovative formats and platforms for engaging in international collaborative work
- practice skills of collaborative architecture – designing for collaborative work.
- practice synchronous and asynchronous communication in collaborative project work
- practice meeting design, facilitation and management in the virtual environment
- explore challenges and drivers of virtual collaborative teamwork
- practice conflict management skills in the collaborative virtual environment
- explore different negotiation models for international work environment
- build key competencies needed for successful virtual and hybrid collaborative teamwork

Course Learning Framework

The course is practical and experiential. Teaching is implemented within a discovery-based learning/teaching methodology, focusing on the practical small teamwork project in class and individual and team reflection after the implementation of the hands-on tasks.

Students will hone the skills of collaborative virtual work, improve technical and human literacy in the online and hybrid environment, and apply practical tools for successful collaborative work in virtual and hybrid teams.

The course includes live and online sessions with the professor, individual work, collaborative virtual teamwork, collaborative presentations, and facilitation in the virtual setting.

Attendance is expected for the entirety of all class sessions. Students who do not attend 80% of the total class time (online and onsite) will automatically receive a negative grade. If students have scheduling conflicts, they must notify the lecturer at least 24 hours in advance via email to professor. Absences that are not communicated with lecturers before the start of the session will not be excused. Consequently, any missed graded component in the respective session will result in a negative grade.

Requirements and Grading

The assessment of this course based on the following activities within the 3 weeks:

	Level	Assignment	Percentage
1	Individual and Peer learning	Negotiation blog	30%
2	Group	Group Project Collaborative Assignment	50%
3	Individual	ReflectionAssignment	10%
4	Individual	Participation	10%
			100 %

247033 Special Topics in International Management – International Negotiation

Intensifying Course, 2.00 hours, 3.00 ECTS credits

Thursday, April 11,	13.45 – 17.00	Online
Thursday, April 25,	13.45 – 17.00	
Friday, May 3,	08.30 – 11.45	
Wednesday, May 8,	13.45 – 17.00	Online
Wednesday, May 15,	13.45 – 17.00	Online

Lecturer

Dr. Ryan Armstrong PhD

Contact

office_iim@jku.at

Entry requirements

This course is open to international students without further requirements.

Further details to be announced.

Institute of Management Accounting

282001 Management Control

Intensive Course, 2.00 hours, 3.00 ECTS credits

Wednesday, 8.30 – 10.00
March 6 th to June 26 ^t , 2024
Wednesday, June 26, 8.30 – 10.00, Final Exam
Wednesday, July 10, 13.45 – 15.15, Retry Exam

Lecturer

Mag.^a Philumena Bauer, LL.B.

Entry Requirements

JKU regular students must have completed the courses “Basics of International Financial Reporting and Perspectives on Digitalization”, 3 ECTS and “Cost and Management Accounting”, 3 ECTS.

Incoming exchange students must have equivalent knowledge in the field.

Course objectives

The students have knowledge of the basics of management control. They know how to use, design and evaluate management control systems or elements in a broad variety of organizational issues.

Course content

- Definition of management control and conceptual bases
- Use, design and evaluation of management control systems or elements
- Management control in different organizational environments

Assessment

Case Studies and Exam

Required Readings:

Merchant, K. A./Van der Stede, W. A. (2012), Management control systems, Performance measurement, evaluation and incentives. 3rd ed. Harlow, England, New York: Financial Times/Prentice Hall.

Malmi, T./Brown, D. A. (2008), Management control systems as a package - Opportunities, challenges and research directions, in: Management Accounting Research, 19. Jg., Heft 4, S. 287-300.

Institute of Organization

266001 Introduction to Organization

Course, 2.00 hours, 3.00 ECTS credits

Tuesday, 8.30 – 10.00, March 5 th to June 25 th , 2024

Lecturer

A. Univ.-Prof. Dr. Werner Auer-Rizzi

Course objectives

Students acquire basic knowledge in the subject of organization. For the first time, they deal with central theories and models of the structuring of organizations, organizational processes and organizational behavior. The students are able to interpret the behavior of people in organizations within the framework of the theories covered and to draw conclusions for the design of organizations and for their own behavior.

Topics

Organizations as social systems; different organizational structures; motivation and leadership of people; group processes and social interaction / communication; power, social influence and cooperation in organizations; decision-making processes in organizations; diversity in organizations.

Methods

Mix: Lectures, self-study, online tutorials, small group discussions, plenary discussions, small group work involving case study creation.

Small groups / case writing: Parallel to studying the course topics before and during the course units, small groups develop mini-case studies that relate to different companies and their actors along a value chain as well as to the respective course topics.

Assessment

There will be a mid-term and a final exam. The mid-term exam will cover the topics to date, the final exam mainly those of the second part. In the final exam, however, you are expected to be able to provide an integration across topics (across the entire course).

Readings

OpenStax (2020): **Organizational Behavior**. Freely available online at OpenStax.
<https://openstax.org/details/books/organizational-behavior>.

Schreyögg, G., & Geiger, D. (2016): *Organisation – Grundlagen moderner Organisationsgestaltung*. Wiesbaden: Gabler; daraus Kapitel 2 „Strukturierung von Aufgaben“ (S. 25-111) und Kapitel 4 „Organisation und Umwelt“ (S. 188-276). [English translation available]

Dawson, P., & Andriopoulos, C. (2017): *Managing Change, Creativity and Innovation*. London: Sage Publications; daraus Kapitel 3: “A brief history of management thought in the development of concepts, theories and business practice”, S. 74-115.

Bendl, R., & Hanapi-Egger, E. (2015): Über die Bedeutung von Diversitätsmanagement in Organisationen. In: W. Mayrhofer, G. Furtmüller, & H. Kaspar (Hrsg.): *Personalmanagement – Führung - Organisation*. 5. Auflage, Wien: Linde Verlag, S. 415-444. [English translation available]

Grading

The performance evaluation is composed of three categories: mid-term exam (30 points), final exam (30 points), case study writing (30 points). For a passing grade you need at least 50% from the two exams together (together at least 30 points out of 60) and at least 50% in the case studies (15 points out of 30). The final grade is determined according to the following formula 0-44 (5), 45-56 (4), 57-67 (3), 68-78 (2); 79-90 (1).

Further details to be announced

266033 Organization Theory and Behavior

Intensifying Course, 2.00 hours, 3.00 ECTS credits

Thursday, March 14,	14.15 – 15.45	online
Thursday, March 21,	14.15 – 16.00	online
Thursday, April 11,	13.45 – 17.00	
Friday, April 12,	09.15 – 15.15	
Wednesday, May 8,	14.15 – 16.00	online
Wednesday, May 15,	11.00 – 15.15	
Thursday, May 16,	09.15 – 15.15	
Thursday, June 6,	14.30 – 16.15	

Lecturer

Milena Leybold, Msc

Entry requirements

JKU regular students must have completed the course “Introduction to Organization”, 3 ECTS and “the course “Introduction to Leadership and Change”, 3 ECTS

Incoming exchange students must have completed a minimum of 6 ECTS in the fields of Organization and Management Studies, Leadership or Change Management.

Course objectives

In addition to possessing a comprehensive overview of scholarly knowledge about managing people and organizations in various business and institutional environments, students possess deepened knowledge about selected areas and are capable of applying their knowledge to real-life challenges.

The course, which includes lecture-style inputs, small group discussions, plenary discussions, and small group work, aims to sensitize students for different ways of conceptualizing organization(s) and introduces them to practice-, process-, and communication perspectives in Organization and Management Studies.

Course content

Clarification of the following basic terms and topics will be covered:

- Selected aspects of cognition and motivation
- Selected aspects of teams and networks
- Selected aspects of organizational structures and configurations
- Selected aspects of business and institutional environments
- Selected aspects of strategic and organizational change

Assessment

Exam and class assignments/active participation

266008 Advanced Topics in Organization and Innovation

Seminar, 2.00 hours, 3.00 ECTS credits

Tuesday, March 12,	13.45 – 18.00,
Tuesday, March 19,	13.45 – 18.00,
Tuesday, April 9,	13.45 – 18.00,
Tuesday, April 16,	13.45 – 18.00,
Tuesday, April 30,	13.45 – 18.00,
Tuesday, June 18,	10.15 – 14.30,

Lecturer

A.Univ.-Prof. Mag. Dr. Robert Bauer

Entry requirements

JKU regular students must have completed the module “Foundations of Organization”.

Incoming exchange students must possess a comprehensive overview of the state of the art in organization and innovation/creativity research and relevant tools; and are capable of applying their knowledge to the context of organization theory. They must have completed at least 6 ECTS in the field of organization and management studies.

Course objectives

Students possess in-depth and critically reflected knowledge about one topical area of organization science.

Course content

- Selected organization, innovation and creativity topics and theories
- Methods of scientific reading (e.g. questions, theses, excerpts) and writing
- Presentation and critical discussion of recent state of the art literature

Methods

Various methods such as lectures, guest speakers, case studies, video analyses, site visits

Assessment

Pre- and post-seminar assignments, term papers

266010 Research Seminar in Organization, Innovation and Entrepreneurship

Seminar, 2.00 hours, 3.00 ECTS credits

Tuesday, 12.45 – 13.30 March 5 th to June 25 th , 2024

Lecturer

Dr. Benjamin Schiemer, MSc

Entry requirements

JKU regular students must have completed the modules "Foundations of Innovation and Entrepreneurship or the module Foundations of Organization.

Incoming exchange students must have completed at least 6 ECTS in the field of organization and management studies.

Course objectives

On successful completion, students

- possess in-depth and critically reflected knowledge about organization and innovation/creativity issues and theories;
- are capable of suggesting ways to advance the current state of the art in research;
- can identify and explain the range of problems addressed in the creativity literature;
- are familiar with scientific reading (questions, theses, excerpts) and writing clear scientific arguments;
- are able to apply their knowledge to real-life challenges.

The Research Seminar in Organization, Innovation and Entrepreneurship provides a broad understanding of various theories of organization, innovation and creativity and the practical application of selected tools. The seminar builds on the basic knowledge of organizational theory and the common tools for promoting innovation and creativity. Students are familiarized with the literature on innovation and creativity in organizational theory and improve their academic reading and writing skills.

Course content

- Selected organization, innovation and creativity topics and theories (individual creativity, group creativity, networks, online communities, material creativity, temporality)
- Methods of scientific reading (e.g. questions, theses, excerpts) and writing
- Presentation and critical discussion of recent state of the art literature

Methods

Various methods such as lectures, guest speakers, groupwork

Assessment (preliminary; see syllabus)

Pre- and post-seminar assignments, term papers

266029 Organizing Sustainability

Course, 2.00 hours, 3.00 ECTS credits

Friday, April 19,	12.45 – 13.30
Thursday, May 23,	12.00 – 20.30
Friday, May 24,	10.15 – 18.45
Thursday, June 6,	12.00 – 20.30
Friday, June 7,	10.15 – 18.45

Lecturer

Prof. Dr. Florian Überbacher

Entry requirements

JKU regular students must have completed the course “Sustainability Management Fundamentals”, 3 ECTS.

Course objectives

The course sensitizes students for many of the critical sustainability issues that aspiring global managers may face in their careers, the potential consequences for their organizations (and for themselves), and the potential solutions through which these issues may be addressed. Organizations are embedded in a system of social relations. Shareholders, investors, social movements, non-governmental organizations, regulators, or governmental policymakers are affected by an organization or seek to affect the organization. In short, they are stakeholders. When organizing for sustainability (e.g., prioritizing the organization’s environmental or social mission), it is critical to manage such stakeholders and respond to their demands. Some stakeholders may push an organization to pursue goals in alignment with the UN Sustainable Development goals (e.g., NGOs) while other stakeholders, such as shareholders, may potentially prioritize economic profits over sustainability and social responsibility considerations.

Course objectives

- Students understand the importance and functioning of stakeholder management in organizing for sustainability
- Students understand various strategies for management stakeholders and addressing their demands
- Students understand essential theoretical perspectives for stakeholder management such as resource dependence theory or stakeholder theory

Readings

Freeman, R. E. (1984/2010). Strategic Management: A Stakeholder Approach. Cambridge: Cambridge University Press.

Frooman, J. (1999). Stakeholder influence strategies. Academy of Management Review, 24(2), 191-205.

266023 Research Seminar Sustainability

Seminar, 2.00 hours, 3.00 ECTS credits

Tuesday, 10.15 – 11.45

March 12 th to June 25 th , 2024

Lecturer

Mario Hackenbuchner, MSc MBA

Entry requirements

JKU regular students must have completed the modules Module “Sustainability Transition and Management Control” oder Module “Sustainability Management and Organization”.

Incoming exchange students must have completed at least 6 ECTS in the field of organization and management studies.

Course objectives

Gain a deeper theoretical and empirical knowledge about current challenges in sustainability management. Be able to participate in ongoing discussions regarding sustainability management and develop own research questions. Understand the relevance of current research results for sustainability management.

Methods

We combine article discussions and case-study based teaching accompanied by reflections and discussions and theories and research methods

Assessment

Pre-readings, Presentation, Participating during the seminar, Seminar Paper

Institute of Production and Logistics Management

245320 Supply Chain Fundamentals – MUSSS O.C.

Course, 2.00 hours, 3.00 ECTS credits

MuSSS stands for **M**ultimedia **S**tudies **S**ervices at the Faculty of **S**ocial Sciences, Economics & Business. This course will be held in a multimedia format and distance learning. Only the exams will take place on-site.
Tuesday, May 7, Midterm exam
Tuesday, June 25, Final exam
Tuesday, September 24, Retake exam

Lecturer

Univ.-Prof.ⁱⁿ Sophie Parragh Ph.D. and Mag.^a Xenia Haslinger

Course objectives

Students acquire insights into the supply chain management field. They are familiar with the fundamental concepts, models, methods and approaches of supply chain management and they are able to apply them to case study problems.

Course content

- Fundamentals of model building, planning levels and supply chains.
- Fundamental concepts, problems, approaches, and methods in production and operations management (forecasting, production layout, aggregate planning, linear programming, MRP-II, lot sizing, scheduling)
- Fundamental concepts, problems, approaches, and methods in logistics and supply chain management (inventory management (newsvendor), location and distribution planning, network design)
- Application of spreadsheet tools for decision support

Assessment and Grading

Exams, Exercises

Required reading

Stevenson, WJ Operations Management. McGraw-Hill Education Ltd; in the current edition
Günther, HO, Tempelmeier, H (2020) Supply Chain Analytics. Books on Demand.

245311 Operations and Supply Chain Management

Course, 2.00 hours, 3.00 ECTS credits, weekly

Wednesday, 13.45 – 15.15
March 6th to June 26th, 2024
Wednesday, May 8, Midterm exam
Wednesday, June 26, Final exam
Wednesday, July 17, Retake exam

Lecturer

DI Dr. Elisabeth GAAR, BSc

Entry requirements

JKU regular students must have completed the course “Supply Chain Fundamentals”, 3 ECTS or be a student of the Master’s degree Business Informatics or the Master’s degree Economics and Business Analytics.

Incoming students must have completed at least one year of a Bachelors program in Business, including 12 ECTS of the Studies Introductory and Orientation Phase. **In addition good knowledge of mathematics and statistics is required.**

It is strongly recommended to attend the Course and the Intensifying Course “Operations and Supply Chain Management” in the same semester.

Course objectives

Students have an in-depth knowledge of concepts, models and methods of production and supply chain planning, design and management. They are able to describe strategic, tactical and operative supply chain planning problems using appropriate mathematical models. They are able to select and apply appropriate solution methods.

Course content

- Facility Location
- Supply Chain and Network Design
- Inventory Management
- Forecasting
- Aggregate Planning and Master Scheduling
- MRP and ERP
- Scheduling
- JIT, Lean Operations and Maintenance
- Supply Chain Coordination
- Revenue Management
- Management of Waiting Lines
- Linear Programming

Assessment and Grading

Exam(s), exercises

Required reading

Stevenson, WJ: Operations Management. McGraw-Hill Education Ltd; in the current edition Chopra, S: Supply Chain Management: Strategy, Planning and Operation; in the current edition
Pointers to additional literature will be provided in class.

245312 Operations and Supply Chain Management

Intensifying Course, 2.00 hours, 3.00 ECTS credits, weekly

Wednesday, 15.30 – 17.00 March 6 th to June 26 th , 2024 Wednesday, June 26, Final exam Wednesday, July 17, Retake exam

Lecturer

Simon Curre, MSc

Entry requirements

JKU regular students must have completed the course “Supply Chain Fundamentals”, 3 ECTS or be a student of the Master’s degree Business Informatics or the Master’s degree Economics and Business Analytics.

Incoming students must have completed at least one year of a Bachelors program in Business, including 12 ECTS of the Studies Introductory and Orientation Phase. **In addition good knowledge of mathematics and statistics is required.**

It is strongly recommended to attend the Course and the Intensifying Course “Operations and Supply Chain Management” in the same semester.

Course objectives

Students are familiar with problems, models, concepts and methods of operations and supply chain management. They are able to formulate strategic, tactical and operational supply chain planning problems in a structured way and they are able to apply appropriate approaches to solve them.

Course content

In this course, the theoretical concepts, models and algorithms discussed in the Course “Operations and Supply Chain Management” are further elaborated and applied to case study style examples and exercises.

Assessment and Grading

Homework, exercises. exam(s)

Required reading

Stevenson, WJ: Operations Management. McGraw-Hill Education Ltd; in the current edition Chopra, S: Supply Chain Management: Strategy, Planning and Operation; in the current edition
Pointers to additional literature will be provided in class.

245314 Transportation Logistics

Intensifying Course, 2.00 hours, 3.00 ECTS credits, weekly

Monday, March 4,	9.15 – 11.45	
Monday, March 11,	9.15 – 11.45	
Monday, March 18,	9.15 – 11.45	
Monday, April 15,	9.15 – 11.45	
Monday, April 22,	9.15 – 11.45	
Monday, April 29,	9.15 – 11.45	
Monday, May 6,	9.15 – 11.45	
Monday, May 13	9.15 – 11.45	
Monday, June 10,	9.15 – 11.45,	Final Exam
Monday, July 8,	9.15 – 11.45,	Retake Exam

Lecturer

Univ.-Prof.in Sophie Parragh, PhD

Entry requirements

JKU regular students must have completed the course “Supply Chain Fundamentals”, 3 ECTS.

Incoming students must have completed at least one year of a Bachelors program in Business, including 12 ECTS of the Studies Introductory and Orientation Phase.

Course objectives

Students are familiar with fundamental (optimization) problems of (sustainable) transportation logistics. They are able to formulate them in a structured (mathematical) way. They understand the concepts and algorithms which are commonly used to solve these types of problems and they are able to apply them to case study problems.

Course content

- Basic graph theoretical concepts necessary to model transportation planning problems
- Shortest paths problems, traveling salesman problem
- Vehicle routing problem
- Network optimization
- Solution concepts and algorithms (exact and heuristic methods)
- Applications (such as city logistics, disaster relief, last mile delivery)

Assessment and Grading

Homework, Final Exam

Required reading

Toth, Paolo and Daniele Vigo, eds. Vehicle routing: problems, methods and applications. Society for Industrial and Applied Mathematics, 2014.

Pointers to additional literature will be provided in class.

245315 Software Tools for Decision Support in Transportation Logistics

Seminar 2.00 hours, 3.00 ECTS credits, weekly

Wednesday, 17.15 – 18.45
March 6 th to June 26 th , 2024

Lecturer

Dr. Bartosz Schatzlmayr-Piekarz

Entry requirements

JKU regular students must have completed the Course “Supply Chain Fundamentals” and Lecture and Tutorial “Introduction to Software Development with Python” (6 ECTS).

Exchange students must have basic programming skills.

Course objectives

Students are familiar with optimization (software) tools for decision support/prescriptive analytics in transportation logistics and they are able to apply them to case study problems on their own.

Course content

In the first part of the course, software tools for solving optimization problems arising in the field of transportation logistics are introduced. In the second part of the course, they are applied to a case study problem in the form of a group project.

Assessment and Grading

Project work, exercises

Required reading

Additional literature will be announced during the course.

245316 Research Seminar in Operations, Transport and Supply Chain Management

Seminar, 2.00 hours, 3.00 ECTS credits, Block

Monday, March 4,	13.45 – 17.00
Monday, March 11,	13.45 – 17.00
Monday, April 8,	13.45 – 17.00
Monday, April 22,	13.45 – 17.00
Monday, May 13,	11.00 – 14.30

Lecturer

Prof. Dr. Cristina Olaverri-Monreal, MA

Entry requirements

JKU regular students must have completed the course and intensifying course Operations and Supply Chain Management, 6 ECTS

Incoming students must have equivalent knowledge in the field.

Course objectives

Students are able to summarize published research papers in the areas of Operations, Transport and Supply Chain Management, to understand connections between research papers and to reflect on the obtained results. They are able to search for relevant literature and to cite them correctly.

Course content

Current research topics in operations, transport and supply chain management.

Assessment and Grading

Presentations, seminar paper

Required reading

Literature will be announced during the course

Institute of Retailing, Sales and Marketing

241063 International Marketing Cases

Intensifying Course, 2.00 hours, 3.00 ECTS credits

Tuesday, March 5,	13.45 – 17.00
Tuesday, March 12,	13.45 – 17.00
Tuesday, March 19,	13.45 – 17.00
Tuesday, April 9,	13.45 – 17.00
Tuesday, April 16,	13.45 – 17.00
Tuesday, April 23,	13.45 – 17.00
Tuesday, April 30,	13.45 – 17.00

Lecturer

Assoc. Prof.ⁱⁿ Dr.ⁱⁿ Katharina Hofer

Contact

For handing in assignments and for questions or problems, please contact: katharina.hofer@jku.at

Entry requirements

JKU regular students must have completed the course Introduction to International Marketing, 3 ECTS.

Incoming exchange students must have completed at least one course in the field of Marketing.

Course objectives

The students have knowledge of the strategic marketing management process and the marketing mix and application in business practice. They have extensive capabilities in formulating, implementing and adapting marketing strategies in an international environment. They are able to structure and analyze international marketing challenges. They can apply basic concepts of international marketing to specific market situations. The students know how to work in teams for problem solving.

Course contents

Clarification of the following basic terms will be covered:

- Multinational firm environment
- International market assessment and entry
- Strategic marketing process
- Standardization/adaptation of the marketing mix

Assessment

Group assignment: presentation and report; individual assignments: reflection paper, participation in class.

Methods

Case analysis, presentations, discussion, peer evaluation.

Institute of Tax Management

251300 Basics of Business Taxation

Course, 2.00 hours, 3.00 ECTS credits

Dates to be announced

Lecturer

Dr. Peter Bräumann, Manuel Kastler

Entry requirements

Incoming exchange students must have completed at least one year of a Bachelor programme in Business.

Course objectives

The students are able to explain the basic structure, principles and traits of tax systems commonly found in most OECD member states. They have basic knowledge of the typically levied types of taxes in these states and are able to identify the corresponding taxable items and events on a general level. They can apply this knowledge to a business context and know which taxes generally affect business structures and processes, either financially or by forcing procedural obligations upon them. In turn, they can analyze how taxation might influence business decisions. Through that knowledge, students are aware of the general tax risks associated with entrepreneurial activity and the relations between taxation and accounting.

Course contents

Clarification of the following basic terms will be covered:

- Types and classification of business taxes
- Taxes on income, consumption and property
- Withholding and payroll taxes
- Profit determination for tax purposes
- Tax management and planning
- Tax procedure

Assessment

Written examination

Methods

In the summer semester 2024, the lecture will primarily take place in a digital format (video recordings from the previous run). For discussions, questions and reflections, the videos will be complemented by two to three physical meetings (these will be announced in the KUSSS). The slides and videos provided online serve as the general materials that cover all the knowledge that is required for the examination.

Additional Reading

Ubelhoer | Pfeiffer | Huisman | Schaffer, Introduction to Austrian Tax Law; Pistone | Roeleveld | Hattingh | Nogueira | West, Fundamentals of Taxation.

Human Resource Development, Gender and Diversity Management

536002 Introduction to Gender and Diversity

Intensifying Course, 2.00 hours, 3.00 ECTS credits

Friday, March 15,	10.15 – 13.30
Friday, March 22,	10.15 – 13.30
Friday, April 12,	10.15 – 13.30
Friday, April 26,	10.15 – 13.30
Friday, May 17,	10.15 – 13.30
Friday, May 24,	10.15 – 13.30
Friday, June 14,	10.15 – 13.30

Lecturer

Elisabeth Wurm, MSc.

Course objectives

The students become acquainted with the meaning and relevance of gender and diversity. They learn how gender and diversity relate to international business administration.

Course contents

The following issues will be covered:

- Gender equality
- Diversity
- Discrimination
- Inclusion in Organizations
- Work culture

Assessment

Readings, presentation and final exam

510003 Sustainable Business Practice

Seminar, 2.00 hours, 3.00 ECTS credits, 3rd year

Monday, March 11,	16.15 – 18.45
Friday, April 26,	10.15 – 18.45
Friday, May 24,	08.30 – 18.45

Lecturers

Univ.-Prof. Dr. Thomas Gegenhuber, Lisa Fuchs MSc

Entry requirements

JKU regular students must have completed the course “Sustainability Management Fundamentals” and the module “Sustainability Transition and Management Control” or “Sustainability Management and Organization”.

Incoming students must have completed at least one year of a Bachelor program in Business.

Course Objectives

In this course students translate sustainability management theories into practice and thereby develop practical capabilities in applying sustainability management approaches and tools to real-world business contexts, either through practice-oriented business simulations or within the context of real enterprises. Students will improve their decision-making capabilities. They also learn to manage team dynamics and the management with various stakeholders (e.g. practitioners) for successfully completing a project.

Course Content

- Learn about a real case and its market, industry and stakeholder context as well as specific sustainability challenges
- Conduct a systematic analysis of markets/industries and stakeholder demands
- Establish a team and develop a project plan to address the challenge
- Apply sustainability management approaches and tools to corporate sustainability challenges
- Reflect on experiences regarding your future role as manager in organizations

Teaching methods

Business simulation, project-based learning, or case-based learning in student teams

Assessment and Grading

Project plans, Intermediate/final presentations, Project reports, Stakeholder feedback, Participation/engagement

Readings

Diverse literatures from academic and non-academic (e.g. industry reports and statistics, market studies, Internet) outlets

Centre for Business Languages and Intercultural Communication

54771E Case Studies English (C1)

Course, 2.00 hours, 3.00 ECTS credits, weekly

Saturday, March 2,	08.30 – 13.30	online
Friday, March 15,	08.30 – 13.30	
Friday, April 12,	08.30 – 13.30	
Wednesday, May 15,	17.15 – 20.30	
Friday, May 17,	08.30 – 11.00	
Friday, June 14,	08.30 – 13.30	

Lecturer

Mag.^a Maria Pree

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: maria.pree@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
- Groupwork to practice and enhance discourse and negotiation skills

Assessment

2 written case analyses as homework, Book Project (including an informal presentation), Research Project (including a formal presentation), In-class Case Analysis, Active participation in classwork and group activities

Institute of Business Informatics – Information Engineering

256756 Business Impacts of Digitalization and Supply Chain Management

Course, 2.00 hours, 3.00 ECTS credits

Wednesday,	15.30 – 18.45	
March 6 th to June 26 th , 2024		
Wednesday, April 24,	15.30 – 18.45	Exam 1
Wednesday, June 26,	15.30 – 18.45	Final Exam

Lecturer

Dr.ⁱⁿ Barbara Krumay

Entry requirements

JKU regular students must have completed the following courses:

"Supply Chain Fundamentals", 3 ECTS, "Technical and Methodological Foundations of Digitization", 6 ECTS, Module "Management of Digital Transformation and Application of Information Systems in Organizations", 6 ECTS

Incoming exchange students must have basic knowledge in information systems and information management and basic understanding of digitalization and digital transformation.

Contact

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

Course objectives

The students have knowledge of business challenges evolving from the ongoing digital transformation. They are able to discuss, how new technologies influence companies' strategies, in particular regarding supply chain management. They can evaluate technologies and their impacts on organizational structures and the supply chain. The students know, how to make decisions in this context based on evidence and information systems. They have extensive knowledge of various methods to measure the impact of new technologies on value creation of companies.

Course contents

Clarification of the following basic terms will be covered:

- Globalization, E-Business and Social Media
- Platforms and platform economy
- User Innovation and crowd technology
- Technology impact assessment
- Evidence based management in the context of digitalization and supply chain management (including big data and data analytics)
- Application of technologies (e.g., AI) for value generation
- Application of blockchain technologies for contracting
- Supply and operations management concepts (e.g., MRP II, Just in Time) and digitalization

Assessment

2 written case analyses as homework, Book Project (including an informal presentation), Research Project (including a formal presentation), In-class Case Analysis, Active participation in classwork and group activities

ECONOMICS COURSES – BACHELOR LEVEL

Department of Economics

239527 Introduction to Macroeconomics

Course, 2.00 hours, 3.00 ECTS credits

Tuesday, 15.30 – 17.00 March 5 th to June 25 th , 2024

Lecturer

Assoz.Univprof. Dr. Güntner Jochen

Entry requirements

Solid knowledge of Mathematics (e.g. first-order derivatives) and Statistics (e.g. interpretation of estimation coefficients) is required

Course objectives

The students have knowledge of basic concepts in theoretical macroeconomics and empirical regularities in closed and open economies. They are able to use these concepts to analyze typical scenarios, such as economic recessions and the consequences of monetary and fiscal policy measures. They can read and understand general and specialized newspaper articles discussing national and global economic developments through a macroeconomic lens. The students know how equilibrium output and prices are determined in the goods market, how equilibrium interest rates and the quantity of money are determined in financial markets, how goods and financial markets interact, and how monetary and fiscal policies are conducted in developed economies. The students know how the labor-market equilibrium influences the economy in the medium run and that there is a trade-off between inflation and employment in the long run. They also know how monopolistic competition and energy prices may affect the general equilibrium of an economy.

Course content

1. Introduction
2. The Goods Market
3. Financial Markets
4. The IS-LM Model
5. The Extended IS-LM Model
6. The Labor Market
7. The Phillips Curve
8. The IS-LM-PC Model
9. Okun's Law

Methods

Calculus, graphical analysis and interpretation, logical reasoning

Assessment

Written final exam, Retake exam

239528, 239529 Introduction to Macroeconomics

Intensifying Course, 2.00 hours, 3.00 ECTS credits

239528 Wednesday, 13.45 – 15.15 or 239529 Thursday, 10.15 – 11.45 March 6 th to June 27 th , 2024

Lecturer

Nadiya Gandaliikhani, MSc

Entry requirements

The IC Introduction to Macroeconomics complements the Course Introduction to Macroeconomics. The purpose of the IC is to provide students with an opportunity to deepen the knowledge from the Course by

discussing the material and solving problem sets in class. Accordingly, the IC should be taken in the same semester together with the Course.

Course objectives / content

See Course

Assessment

Written final exam, homework assignments

239201, 239712 Introductory Microeconomics

Intensifying Course, 2.00 hours, 3.00 ECTS credits, weekly

239712 Tuesday, 13.45 – 15.15

March 5th to June 25th, 2024

239201 Tuesday, 10.15 – 11.45, Wednesday, 12.00 – 13.30

May 5th to June 26th, 2024

Lecturer

Malika Jumaniyozova, MSc, Julien Deimling, MSc

Entry requirements

The Intensifying Course «Introductory Microeconomics» is intended to be a complementary course to the Courses «Introduction to Microeconomics» (239700 or 239707, taught in German) and «Introduction to Microeconomics»). The IC's emphasis is to provide a deeper understanding of the concept covered in the Course. If students have completed an introduction to Microeconomics before, they should be able to pass the Intensifying Course without attending the Course simultaneously.

Course objectives

Students will acquire skills to explore basic problems and topics in the area of microeconomics

Course Content

Base concepts: markets, supply and demand, elasticities
Consumer preferences, budget constraint and optimal consumer choice
Individual and market demand, consumer surplus
Firms, production function and cost budgeting
Profit-maximization and competitive supply
Market supply and producer surplus, market equilibrium
Welfare aspects of competitive markets
Monopoly
Monopolistic competition and oligopoly
Models by Cournot, Bertrand, and Stackelberg

Assessment

Practice exercises, tests, written examinations

Required Reading

Pindyck / Rubinfeld, Microeconomics, International Edition

239532 The Financing of Corporations

Course, 2.00 hours, 3.00 ECTS credits, weekly

Tuesday, 12.00 – 15.15

March 5th to June 25th, 2024

Lecturer

Dr. Giovanni Andreottola

Entry requirements

A solid knowledge of Microeconomics on an intermediate level is required. For JKU regular students this corresponds to having completed the Course and the Intensifying Course «Introduction to Microeconomics»,

6 ECTS. Incoming exchange students must have completed an introductory microeconomics course on an equivalent level.

Course objectives

The students will gain knowledge about the consequences of a firm's financing decisions on incentives and opportunities. They will be able to understand the trade-offs associated with using standard financing tools and can analyze costs and benefits for firms, managers, and investors.

Course Content

This course discusses and formally analyzes basic concepts of the theoretical literature on corporate finance. We deal with questions such as

- how asymmetric information about an entrepreneur's activities or investment opportunities affects a firm's ability to raise outside financing,
- how the choice of debt versus equity financing affects managerial incentives, or
- how firms deal with liquidity shocks.

In the second part of the course, student presentations will cover more recent literature on corporate finance and its interaction with non-financial stakeholders such as employees or suppliers.

Methods

We will mostly apply basic microeconomic and game theoretic tools.

Assessment

Final exam, student presentations incl. discussions

Required Reading

Textbook: Tirole, Jean, 2006. "The Theory of Corporate Finance", Princeton University Press.

239042 Data and Research Designs in Economics

Intensifying course, 2.00 hours, 3.00 ECTS credits

Tuesday,	8.30 – 10.00
March 5 th to ,	2023 to June 25 th , 2024
Wednesday, June 19,	Take home exam available
Saturday, June 22	Deadline take home exam
Monday, July 8,	Retake exam available
Thursday, July 11,	Deadline retake exam

Lecturer

Felix Glaser, MSc.

Entry requirements

Foundational knowledge in statistics. It is recommended to attend the Course and the Intensifying Course "Data and Research Designs in Economics" simultaneously. However, if students have foundational knowledge in the field it should be possible to complete the Intensifying course without attending the Course.

Course objective

This class provides a deeper understanding of the materials covered in the KS Data and Research Designs in Economics. Students learn how to develop research designs and analyze them using statistical software and real-world data.

Course content

Data types and acquisition, developing appropriate research designs for different economic questions, descriptive methods and visual data analysis, bivariate regression models, working with statistical software.

Assessment

Problem sets and end-of-term project

Reading

Scott Cunningham (2021), Causal Inference: The Mixtape, Yale University Press.

239141 Behavioral Economics

Course, 2.00 hours, 3.00 ECTS credits

Dates to be announced in KUSSS March 5 th to June 25 th , 2024

Lecturer

Assoz.Univprof. Dr. Matthias Fahn, Jakob Weber, MSc

Entry requirements

A solid knowledge of Microeconomics on an intermediate level is required. For regular JKU students this corresponds to having completed the Course "Introduction to Economics", 3 ECTS and the Course "Introduction to Microeconomics", 3 ECTS. For incoming exchange students this corresponds to having successfully completed courses worth 6 ECTS credits in the the field of Microeconomics.

Course objectives

This course provides an introduction into behavioral economics. It takes into account that individual preferences are considerably more extensive than often assumed and can contain aspects such as altruism or reciprocity. We also discuss why time-inconsistent behavior (for example leading to procrastination) is often observed and why reference points are important to evaluate outcomes.

Course content

- Prospect theory and reference points
- Time inconsistent preferences and present bias
- Social preferences

Grading and assessment

Final Exam

239418 Managerial Economics

Course, 2.00 hours, 3.00 ECTS credits, weekly

Monday	10.15 – 11.45
Thursday	08.30 – 10.00
March 4 th to May 13 th , 2024	

Lecturer

Univ.-Prof. Dr. Rudolf Winter-Ebmer

Entry requirements

Students are required to have a good command of English, a foundational knowledge of mathematics, and basic knowledge in economics (e.g., introductory microeconomics).

Course description

The course in Managerial Economics will provide short introductions to economic topics which are important for business students and applied economists. In this course, we will analyze different situations that firms and their managers will regularly encounter. We will use economic insights to explain real world behavior and to describe well-informed strategic decisions.

Course content

Topics from Industrial Organization:

- Theories of choice: How to make optimal decisions under uncertainty or risk?
- Game theory: How does the organization of markets affect firms?
- Business strategies in different market structures: competition, monopoly, and oligopoly
- Multi-plant firms: How does strategy change with the number of plants?
- Price-setting, auctions and price discrimination

Topics from Organization and Management of Firms:

- Principles of firm organization: efficiency in firms
- Consequences of incomplete information: insurance, moral hazard, adverse selection, signaling

Grading

1 exam and additional exercises (problem sets with examples and discussion of cases)

Reading

W. Bruce Allen, Keith Weigelt, Neil Doherty and Edwin Mansfield: Managerial Economics, 8th edition, Norton, NY, 2013

239403 Economics of Inequality

Course, 2.00 hours, 3.00 ECTS credits, weekly

Thursday, 13.45 – 15.15 March 7 th to June 27 th , 2024

Lecturer

Priv.-Doz. Dr. René Böheim

Entry requirements

Introductory levels of microeconomics, macroeconomics, and of statistics is recommended.

Course objectives

The course will provide an introduction to the Economics of Inequality and Poverty. The focus of the course is both on theoretical and empirical issues in modern analyzes of inequality and poverty. By the end of the course, students are familiar with the basic theoretical concepts and central empirical methods.

Course content

The course focuses on theoretical and practical questions of how to analyze income distributions, including poverty. The themes are:

- Formal methods and standard tools of aggregation to describe distributions
- Theoretical and distributional principles on which to base comparisons of inequality, including criteria of social justice: social welfare analysis, how to measure the distance between income distributions, and an introduction to the axiomatic approach to inequality measurement
- How information on distributions, e.g., the income distribution or poverty, is presented
- Practical problems of analyzing (income) distributions, e.g., measurement problems, equivalence scales, zero values, et cet.
- Overview on the development on global poverty
- Economic theories to explain and study inequality and poverty

Grading

Homework, Class work, Exam

Reading

- **Main textbook: Ravallion, Martin (2016), *The Economics of Poverty*, Oxford University Press**
- Cowell, Frank, 2011, *Measuring inequality*, Chapters 1-4, Oxford University Press.
- Piketty, Thomas, 2000, "Theories of persistent inequality and intergenerational mobility", Chapter 8 of *Handbook of Income Distribution*, Vol 1, Elsevier.
- Sen, Amartya, 2000, "Social justice and the distribution of income", Chapter 1 of *Handbook of Income Distribution*, Vol 1, Elsevier.

239401 Intermediate Econometrics

Course, 2.00 hours, 3.00 ECTS credits, weekly

Monday, 13.45 – 17.00 March 4 th , 2024
Monday, 13.45 – 15.15 March 11 th to June 24 th , 2024

Lecturer

Priv.-Doz. Dr.ⁱⁿ Martina Zweimüller

Entry requirements

JKU regular students must have completed the courses “Introduction to Economics”, 3 ECTS and “Data and Research Designs in Economics”, 3 ECTS before.

Course content

The aim of the course (KS) Intermediate Econometrics is to provide students with an understanding of simple econometric models and to students with the ability to undertake, understand and critically assess empirical work. The equip focus of the course is on econometric theory; the focus of the accompanying intensifying course (IK) Intermediate Econometrics is on applications. Attending the intensifying course in the same semester as the course is highly recommended
Students will gain a deeper insight into multiple linear regression models and will learn how to apply these models to economic data.

- Probability Theory
- Linear regression model (OLS)
- Model specification
- Binary variables and linear probability models
- Sources and consequences of endogeneity
- Rubin causal model
- Basic regression analysis with time series data
- Basic regression analysis with panel data

Students should have basic knowledge in statistics and econometrics (see, for example, Appendix A-C and Chapters 1 & 2 in Wooldridge (2013)). The main target group are students of the Bachelor program Economics & Business. Students of other areas of specialization, or enrolled in other degree programs who are interested in empirical methods are most welcome.

Grading and assessment

Before class, students should read the relevant chapter(s) in the textbook. In class, we discuss the material thoroughly. Grading is based on homework assignments and an exam.

Basic reading

Wooldridge, Jeffrey M. (2013): Introductory Econometrics: A Modern Approach, South-Western Cengage Cengage Learning, 5th edition (or 4th edition, 2008). Further literature will be announced in the course.

239402 Intermediate Econometrics

Intensifying Course, 2.00 hours, 3.00 ECTS credits

Monday,	13.45 – 15.15
March 4 th , 2024	
Monday,	15.30 – 17.00
April 22 nd to June 17 th , 2024	

Lecturer

Priv.-Doz. Dr.ⁱⁿ Martina Zweimüller

Entry requirements and contents

JKU regular students must have completed the courses “Introduction to Economics”, 3 ECTS and “Data and Research Designs in Economics”, 3 ECTS before.

The aim of the intensifying course (IK) Intermediate Econometrics is to provide a deeper understanding of the concepts covered in the course (KS) Intermediate Econometrics. In the intensifying course, students apply econometric methods to real data in order to develop practical skills that are necessary to perform independent empirical research.

Topics

- Descriptive methods and graphical data analysis in Stata
- Estimation of linear regression models and model specification in Stata
- Interpretation of estimation results
- Discussion of empirical economic papers

The intensifying course is complementary to the course (KS) Intermediate Econometrics. Students have to attend the course in order to participate in the intensifying course. Students should be familiar with the

statistical software package Stata. The intensifying course (IK) Daten und Forschungsdesigns in der Ökonomie or Empirical Economics provides a comprehensive introduction to Stata.

Grading and assessment

Grading is based on problem sets and a written discussion of a scientific paper. Students have to solve problem sets consisting mainly of computer exercises using the statistical software package Stata. In class, each exercise is presented by a randomly chosen student. Furthermore, students have to provide a written discussion (and presentation) of a scientific paper in groups.

Basic reading

Wooldridge, Jeffrey M. (2013): Introductory Econometrics: A Modern Approach, South-Western Cengage Learning, 5th edition (or 4th edition, 2008).

Optional:

- Acock, A.C. (2014): A Gentle Introduction to Stata, 4th edition, Stata Press.

239440 Data Analysis and Economic Methods

Seminar, 2.00 hours, 3.00 ECTS credits, block

Monday, June 17,	12.00 – 18.45
Tuesday, June 18,	08.30 – 15.15

Lecturers

Imola Csóka, MA, Miklós Koren, PhD

Entry requirements

JKU regular students must have completed the Course and the Intensifying Course “Intermediate Econometrics”, 6 ECTS.

Incoming students need basic knowledge in econometric theory, in particular linear regressions.

Course objectives

The objectives of the course include finding patterns using basic statistical methods, modelling processes with regression, and understanding potential biases and limitations during the analyses. The focus is on interpreting and communicating data analysis results rather than performing statistical calculations. Overall, this course contributes to the understanding of data-driven decision making, enhances data analytics skills and fosters critical thinking and communication abilities.

Course content

The learning objectives are achieved in an interactive simulation game involving a fictional court case of employment discrimination against women. By the end of the course, participants will gain several concrete transferable skills, which include the ability to:

- Use basic statistical concepts (means, histograms, hypotheses testing) to explore patterns in the data.
- Avoid making false conclusions by understanding the role of potential biases.
- Understand the concept of regression and interpret their coefficients.
- Learn and map the causal effects of business decisions.
- Argue about the opportunities and limitations of predictive analytics.

Grading and assessment

Grading is based on course preparation (10%), in-class contribution (20%), and essays: one before and two after the module (70%).

OTHER COURSES – BACHELOR LEVEL

547E98 Academic Writing English (C1)

Course, 2.00 hours, 3.00 ECTS credits, weekly

Wednesday, 13.45 – 15.15,
March 6th to June 26th, 2024

Lecturer

Dr.ⁱⁿ Ilse Born-Lechleitner

Contact

For questions related to the course please contact: ilse.born-lechleitner@ku.at

Students are requested to hand in all written assignments as doc or docx files to this email address.

Entry requirements

JKU regular students must have completed the courses “Communicative Skills English (B2)”, 3 ECTS and Business English I (B2+), 3 ECTS.

Course objectives

This course will focus on training you to write effectively in academic settings and helping you to improve your fluency, accuracy and writing strategies. It will also focus on critically evaluating, reflecting and responding to facts, ideas and claims in your sources, and on expanding the vocabulary and grammatical structures necessary for successful writing. You will also be asked to reflect and evaluate your own progress in writing.

Assessment

One academic paper of 2500-3000 words in a clear academic style with a table of contents, correct references and bibliography, and include at least one figure/illustration.

One Writing Diary of 4 entries of 250 words each, one for each month of term.

Poster Presentation of your article.

Grading

100% attendance; active participation

The grade will be based on

final version of article - 50%

individual homework, writing diary, in-class assignment - 30%

poster presentation, class participation - 20%

3670xx Advanced Software Development

Tutorial, 2.00 hours, 3.00 ECTS credits

Dates to be announced in KUSSS

Lecturer

Dr. Ismail Khalil

Entry requirements

Basic understanding of object oriented programming concepts and java programming language are required

Course objectives

The course aims to give students a hands-on experience in the fundamentals and applications of object-oriented programming (namely Java), knowledge on advanced concepts of Java such as generics, lambda expressions, design patterns, object-oriented frameworks, popular classes and packages of the Java library, to performing elementary testing techniques and programming style.

Teaching methods

The course will comprise some in-class teaching through practical examples. Additionally, students are required to solve further examples on their own and hand them in for grading.

229069 Comparative Social Policy

Lecture and Tutorial, 2.00 hours, 3.00 ECTS credits

Tuesday, 10.15 – 11.45
March 5th to June 25th, 2024

Lecturers

Univ. Prof.ⁱⁿ Margitta Mätzke, PhD

Goals and Contents

The course 'Comparative Social Policy' aims to familiarize students with the key substantive issues, theoretical tools, and methodological instruments of comparative welfare state analysis. We will explore the crucial interface between theory building, conceptualization, and empirical inquiry in qualitative comparative social policy research.

First, this means learning how to identify the core analytical argument of a scholarly article, both in terms of its theoretical claim and its empirical argument. Secondly, it involves interrogating all the conceptual and methodological choices that authors make in their attempts to substantiate their knowledge claims and make their arguments as convincing as possible. An important approach in this context is the Comparative Method. This course will focus on qualitative case study methodology, and especially on the role of the qualitative comparison as a tool for presenting empirical support for a substantive and theoretical argument.

A first sequence of two to three weeks introduces the Comparative Method both as a research program and mode of thinking and as an analytic technique and way of supporting an argument. After this, the class will explore how comparative case study methodology plays out in the most important policy areas of the welfare state. For each of these policy fields, we will first take stock of the policy issues and debates, experiment with different ways of engaging in comparative research on these issues, and after this, we will read an example of qualitatively comparative welfare state research as it is published in the international literature. In reading these articles, students' task is to first extract the theoretical argument and then analyze the empirical strategy and especially the comparative design that each of these articles employs.

Formalities and Requirements

- The course is an advanced class in the BA-curriculum "Sozialwirtschaft". Students who wish to take part in the course should have finished the introductory Social Policy courses of the Sozialwirtschaft curriculum (Grundzüge der Sozialpolitik and (possibly) Handlungsfelder der Sozialpolitik)
- International students are most welcome in this class. It would be advantageous to have some basic instruction in Political Science or Sociology. Prior knowledge about social policy or comparative welfare state research will be an advantage, but it is no requirement.
- There is a Moodle website for the class, on which all relevant information about the class, course requirements and grading, as well as required and optional readings are provided. I will use this site to communicate with you throughout the semester.
- I am happy to answer questions, after class or by e-mail. Please contact me at Margitta.maetzke@jku.at.
- However, I will not respond to e-mails asking questions that I have answered in class or on the Moodle site.
- 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. You cannot expect to pass the class without command of English; the exam will be in English, with no access to an AI chatbot or translation software during the exam

Grading

- You need to read all required texts that are listed on the course syllabus (overall some 150 to 200 pages of text in English). There are additional readings on the Moodle site if you are interested, but these are not required.
- Regular attendance and active class participation is a class requirement. For a positive grade, you cannot miss more than two of the substantive sessions 2 – 14. There will be a participant list each week. Plan accordingly, such that you can attend class. I do not call on people and force them to speak in class, but I will acknowledge it to the best of my ability and grade it as part of your overall evaluation.
- There are two formal written and oral class requirements:
 - 1. A final exam, in which students are asked to answer some 10 to 15 specific questions as concisely and precisely as possible. There may also be a few multiple-choice questions. The language of the exam is English.
 - 2. Co-Moderating and reporting on the discussion of one example: Working in groups of three, you will take responsibility for one of the class sessions in which we discuss examples of comparative

welfare state analysis (Sessions 5, 7, 9, 11, 13). This does not mean that you are asked to prepare one long presentation, in Univ. Prof.in Margitta Mätzke, Ph.D. which you present the argument of the example article. In fact, presentations read off note cards or a manuscript are not allowed, and I will interrupt them. Instead, your task is to moderate the class discussion and think of ways (discussion-question, use of electronic tools or in-class activities) to engage your fellow students in the task of understanding the articles and analyzing their methodology. Moreover, you are asked to write a short paper (< 4 pp.) after class, in which you briefly comment on the argument of your example and how the comparative approach is employed, and summarize our class discussion.

Papers that meet quality standards will be made available for all, for their preparation for the exam. Thus, it will be much appreciated by all, if you write these short reports as well as you can.

- Each requirement is evaluated on a 100-point scale. The exam and your co-moderation activity each account for 50% of your grade. To pass the class, you need to pass both formal requirements. I will recognize your oral contributions throughout the semester by adding up to 15 points to your final score before I determine the Austrian number-grades based on the distribution of points.

Course Syllabus (Course Readings TBD)

Week 1: Introduction and Organizational Questions

Part I: Introduction to the Comparative Method

Week 2: Comparative Social Policy and the Comparative Method as a Research Program

Week 3: Stupid and Smart Comparisons: The Importance of Comparative Research Design
No required readings. Two videos for preparation and a set of exercises as

Part II: Comparative Case Studies in the Different Fields of Social Policy

Week 4: Comparing Health Care: Introduction and Exercises

Week 5: Comparing Health Care: An Example

Anderson, Lotte B. (2014): "Health Care Cost Containment in Denmark and Norway: a Question of Relative Professional Status?" *Health Economics, Policy and Law* 9 (2), pp. 169-191.

Week 6: Comparing Labor Market Policy: Introduction and Exercises

Week 7: Comparing Labor Market Policy: An Example

Fleckenstein, Timo, and Martin Seeleib-Kaiser (2011): "Business, Skills and the Welfare State: The Political Economy of Employment-Oriented Family Policy in Britain and Germany." *Journal of European Social Policy* 21 (2), pp. 136-149.

Week 8: Comparing Pension Policy and Pension Reform: Introduction and Exercises

Week 9: Comparing Pension Policy and Pension Reform: An Example

Busemeyer, Marius (2005): "Pension Reform in Germany and Austria: System Change vs. Quantitative Retrenchment." *West European Politics* 28 (3), pp. 569-591.

Week 10: Comparing Family Policy: Introduction and Exercises

Week 11: Comparing Pension Policy and Pension Reform: An Example

Kremer, Monique (2006): "The Politics of Ideals of Care: Danish and Flemish Child Care Policy Compared." *Social Politics: International Studies in Gender, State & Society* 13 (2), pp. 261-285.

Week 12: Comparing Social Services for the Poor: Introduction and Exercises

Week 13: Comparing Social Services for the Poor: Introduction and Exercises

Kahl, Sigrun (2005): "The Religious Roots of Modern Poverty Policy: Catholic, Lutheran, and Reformed Protestant Traditions Compared." *European Journal of Sociology* 46 (1), pp. 91-126.

Exams

Final Exam

Retake Exam (toward the end of September)

237546 Critical Thinking (or 237125 Foundations in Philosophy)

Lecture and Tutorial, 2.00 hours, 3.00 ECTS credits

Tuesday, 12.00 – 13.30 March 5 th to June 25 th , 2024

Lecturer

Michalis Christou, MA

Goals and Contents

This course teaches critical thinking, i.e. the art of deriving judgments and conclusions from facts, in the philosophical tradition that goes back to Socrates and Aristotle.

Particular attention is paid to good and correct argumentation, the psychological foundations of thinking, dealing with scientific evidence, the rationality of thinking and acting, and the basics of rhetoric.

547xxx Intercultural Skills English (C1)

Course, 2.00 hours, 3.00 ECTS credits

Dates and Rooms to be announced in KUSSS

Lecturers

Jeffrey Campbell, MA

Mag. Thomas Ziegelwagner, MSc

Helena Philpott-Rak

Entry requirements

While C1 level is required from JKU students, incoming exchange students will be accepted with level B2 English.

However, non-native students will have to submit an official English proficiency test certificate (IELTS, TOEFL, CAE, CPE, CEFR) to int.contact@jku.at by September 16th for acceptance in the course.

Course objectives

The goal of this course is to build cultural appreciation and understanding of intercultural communication. While cultural and language awareness are emphasized, students also receive instruction in research and write an academic paper on a cultural topic of their choice.

Course content

Students are expected to come prepared weekly and to actively participate in all in-class discussions and presentations. The course topics include:

- Definitions of culture, cultural identity and intercultural awareness
- Survey of cultural studies literature and theory
- Academic writing in English, use of APA format and proper citation of sources
- Verbal and non-verbal communication and the implications for intercultural communication
- Values, customs, stereotypes and attitudes
- Coping with diversity, privately and professionally

Portfolio of written work

This English course requires students to work and learn in a self-directed and self-managed way. Writing assignments include:

- Individual cultural profile
- Cohesive text on the contribution of one cultural anthropologist or theorist
- Cultural awareness paper proposal, including 5 credible academic sources
- Two website/source evaluations from your research on your paper's topic
- Cohesive text on verbal/nonverbal communication observations
- Summaries of interviews of two foreign individuals living in Austria
- Cultural awareness research paper
- A self-evaluation

Grading

Both student's written and oral work must be positive to complete this C1 course.

The final grade will be based on the following factors:

- Written work, especially the research paper, other portfolio texts and a poster
- Oral work, including participation in class and group activities, as well as the poster presentation and individual final oral interview, at which each student must be prepared to freely respond to questions on the required readings and other class source materials.

Written assignments must be completed, typed, proof-read and handed in on time.

Assignments submitted late will not be marked, unless a valid reason is accepted by the lecturer. Therefore, any work which has not been submitted and graded, but should have been, will be counted as grade 5.

Copying (plagiarism) gives one cause to fail this JKU English course, i.e. to receive a negative grade (5).

Students' professionalism and academic integrity are expected.

237544 Interdisciplinary Perspectives 1: Social Sciences

Course, 2.00 hours, 3.00 ECTS credits

Wednesday, 17.15 – 18.45

March 6th to June 19th, 2024

Wednesday, June 19, 17.15 – 18.45, Final Exam

Lecturers

Univ.-Prof. Julian Reiss, PhD, William Peden, PhD

Goals and Contents

The aim of the course is to give an overview of different ethical thinking styles and to apply this knowledge to economic issues.

This illuminates the fundamental principles of economic decision making as well as the perspectives and worldviews that underwrite and evaluate these decisions.

Due to the breadth of the analysis, we learn to understand other people better and to communicate better with them because ethical and economic options for action can be thought through and articulated more clearly. In short, the question is: What does economics have to do with ethics? And what does ethics have to do with economics?

141022 International Business Law: Principles and Cases

Course, 2.00 hours, 3.00 ECTS credits

Dates to be announced in KUSSS

Lecturer

Mag.^a Eva-Maria Wagner, MBA

Entry requirements

None

Course objectives

The students have a basic understanding of the concepts and varieties of regional legal and economic integration (EU – NAFTA – ASEAN – Mercosur) and international business law. They are able to overcome substantive and procedural problems relating to the EU's internal market and other Models of international economic integration.

Course contents

Clarification of the following basic terms will be covered:

- Principles of Civil Law
- Commercial und Corporate Law
- Competition Law
- International Free Trade Law

Assessment

Written examination

536300 Introduction into Gender Studies in Science and Engineering

Lecture, 2.00 hours, 3.00 ECTS credits

Wednesday, 10.15 – 11.45

March 6th to June 19th, 2024

Lecturer

Dr.ⁱⁿ Waltraud Ernst

Entry Requirements

The course is designed for students of the Faculty of Engineering and Natural Sciences, but it can also be attended by incoming students who are interested in the field.

Course objectives

Students gain insight into accounts of gender studies in science and technology development. They acquire important gender competence, which is indispensable for international acknowledged research, including science and engineering. The goal of this interdisciplinary course is to acquaint students with approaches of gender research in their specific areas. An analytically well-grounded insight in social gender relations enables students to understand, reflect and act responsibly within the specific gender structures of their disciplines.

Course contents

The course gives an overview of central debates and results of gender studies in science and engineering. Topics of science and technological artefacts are analysed regarding their meaning for gender relations. Theories as the co-production of gender and technology or science are introduced: How do social ideas about gender influence scientific theories and methods as well as technological development – and vice versa? A special focus will be Computer Science and Artificial Intelligence. Further, the course teaches the history of women scientists and engineers and offers epistemological and philosophical reflexions of situated knowledge.

Teaching methods

Research results are presented that unpack mechanisms and background assumptions of gender relations in science and engineering. Students are encouraged to pursue self-learning in this field. Several approaches to integrating aspects of gender and diversity in research and development in innovative ways will be discussed

Assessment

Attendance and participation in discussion; reading of the assigned literature; written exam on the content of the course at the end of the semester.

Reading

Waltraud Ernst/Ilona Horwath (eds.): Gender in Science and Technology. Interdisciplinary Approaches, Bielefeld: transcript 2014.

Knut Sorensen/Wendy Faulkner/Els Rommes: Technologies of Inclusion. Gender in the Information Society, Trondheim: Tapir Academic Press 2011.

Virginia Eubanks: Automating Inequality. How High-Tech Tools Profile, Police and Punish the Poor, New York: St. Martin's Press 2018.

Jutta Weber/Corinna Bath (Hg.): Turbulente Körper, soziale Maschinen. Feministische Studien zur Technowissenschaftskultur, Opladen: Leske + Budrich 2003.

Anne Fausto-Sterling: Sexing the Body. Gender Politics and the Construction of Sexuality, New York: Basic Books 2000.

231201 Paradigms and Current Trends of Sociological Thought II – Conflict, Power, and Domination

Seminar, 2.00 hours, 6.00 ECTS credits

Tuesday, 13.45 – 15.15
March 5th to June 25th, 2024

Lecturer

Univ.-Prof.ⁱⁿ Dr.ⁱⁿ Susanne Pernicka

Entry requirements

The ability and willingness to read, write and participate in discussions during the seminar lessons in English language. Please note, your fluency in English does not need to be perfect. Completion of the introductory and orientation phase in Sociology (Steop);

For incoming students: basic knowledge in sociology (equivalent of at least 2 introductory courses in sociology); course certificates must be sent to seminar instructor before the start of the seminar; please provide certificates by email to susanne.pernicka@jku.at

Workload

6 ECTS credits (1 ECTS = 25 hours; 150 hours), 10 hours per week; please note that the seminar requires intensive preparation for each lesson incl. reading of literature, writing of short summaries and critiques (min. 4 pages); the search for, presentation and discussion of classic or contemporary sociological theory texts; the preparation of a presentation handout and 1-2 questions for further discussion in the class.

The attendance of seminar lessons is compulsory.

Course objectives

This seminar deals with sociological paradigms and current trends of sociological thought and seeks to provide students with a better understanding of theoretical conceptions that emphasize conflicts, power and authority in past and contemporary societies. Besides conflicts over scarce material resources, the seminar will also shed light on struggles over recognition, cultural power or relations of dominance and subordination. While the term “conflict sociology” crystallized in the 1950s as Lewis Coser and Ralf Dahrendorf criticized the then dominant structural functionalism in sociology, there exists no independent theoretical paradigm in sociological thinking about conflict and the interrelated concepts of power and domination (Rössel 2013). Therefore, students receive an overview of classical and contemporary sociological paradigms and thinkers who regard conflicts as key in understanding societal change and continuity: the seminar starts with Karl Marx, Max Weber and Georg Simmel (classics) who provided the basis for the theories discussed next: theory of group conflicts, critical theory, feminist theory, rational choice theory and Pierre Bourdieu’s class and culture perspective (contemporary works); finally these theories will be applied to selected fields of contemporary societal conflicts (globalization of economic and political processes).

Each seminar lesson will consist of an interactive introduction provided by the seminar instructor, a short presentation by students and ensuing plenary discussion of questions (about 15 minutes), the presentation of various video clips and subsequent small groups and plenary discussions.

Rössel, J. (2013) Conflict theory. Oxford Bibliographies. www.oxfordbibliographies.com

Assessment and Grading

- Written summaries and critique of provided literature according to questions as stated below to be submitted at **the beginning of each lesson as hard copy** (max. 4 assessment points for each summary can be achieved; in sum 36 pts.)
- Presentation of an article, book section or alternative text by an outstanding sociological theorist who has extensively written on the chosen topic, e.g., a section in Max Weber’s book *Economy and Society*, or a piece by Pierre Bourdieu that deals with his social field theory or his conception of symbolic power, from a **conflict and power sensitive perspective. What do these authors tell us about conflicts, power and domination in society?** (max. 20 pts)
- Collect participation points by actively engaging in discussions during the seminar. (max. 1 point each session)

56 points: Very Good (1); 55 – 51 points: Good (2); 50 – 46 points: Satisfactory (3); 45 – 41 points: Sufficient (4); < 40 points: Not sufficient (5)

Guidelines for the preparation of written summaries and critique of provided literature

Please read carefully the literature (text) provided for each seminar lesson (from March 21 onwards) via MOODLE and provide written answers to the questions depicted below. Write at least **13.000 characters (including spaces)**. Print out two copies (one for submission; the other as a basis for our discussions during the seminar).

- 1) What role do conflicts, power and relations of dominance play in society from the sociological perspective outlined in the text?
- 2) How are conflicts, power and relations of dominance theoretically conceived by the authors of the text? Provide also definitions of the concepts used if available.
- 3) What are the main points of criticism that can be raised in relation to the theory and in relation to its concepts of conflict, power and dominance? [if necessary, use further literature to develop your critique)

229211 Political and Economic Developments in Europe

Course, 2.00 hours, 3.00 ECTS credits

Tuesday, March 12,	08:30 – 17:00,	Full attendance mandatory
Monday, June 3,	08:30 – 17:00,	Full attendance mandatory
Tuesday, June 4,	08:30 – 17:00,	Full attendance mandatory

Lecturer

Dr. Dirk Jarré

Entry requirements

There is no formal prerequisite for the participation in this course. However, you may wish to start informing yourself with European integration processes since World War II. Recommended literature: see below.

Course objective

The main purpose of the course is to reach a solid understanding of the different concepts of Europe and the process of European integration since World War II - its objectives, opportunities, challenges and difficulties, present achievements and perspectives.

Course Structure and Grading

The course will take place in full day blocks with three distinctive phases: (1) a whole-day introduction in mid-March 2024, (2) a timespan of about 10 weeks for literature research and writing of the individual course papers, (3) the presentation and discussion of all individual papers during a block of 2 days in the 1st week of June 2024.

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

Course content

During the introductory plenary session in mid-March 2024, students will be first familiarized with various geographical, historical, cultural, and political aspects of Europe as an entity. This will be followed by in-depth information about the goals, the main actors, the problems and the dynamics of the European political and economic integration process after World War II.

In particular, the creation, the mandate, the structure and the functioning of the Council of Europa, and of the European Communities, nowadays labelled the European Union, will be explained in some details. Finally, current issues and future perspectives will be addressed through Q & A.

By straw-ballot students will receive a topic relating to a specific aspect of one of the presented European institutions and processes as a theme for their individual course paper. They will have to describe and to analyse the issue in an individual paper of 10 to 15 pages, after having done appropriate research work. They may ask the lecturer for advice during their research, if needed.

The students will give a summary of the main findings of their respective individual course paper in a presentation of 10 minutes each, during the 2-days block in the 1st week of June 2024. Each presentation will be followed by a discussion between the audience, the presenter, and the lecturer in order to strengthen understanding of the issues in focus and to clarify specific points.

Recommended literature:

- Klaus-Dieter Borchardt, (1995) *European Integration: The Origins and Growth of the European Union*, Diane Publication Co.
- Eilstrup-Sangiovanni, Mette (ed.) (2006) *Debates on European Integration. A Reader*, Palgrave Macmillan

- European Commission, (2017) The White Paper on the Future of Europe. Reflections and scenarios for the EU27 by 2025, European Commission, Brussels
- European Commission, (2020) European Commission Work Programme 2021 – A Union of vitality in a world of fragility, COM (2020) 690 final, Brussels

237547 Philosophy and Philosophy of Science

Seminar, 2.00 hours, 4.00 ECTS credits

Wednesday,	12.00 – 13.30
March 6 th to June 19 th , 2024	

Lecturer

William Peden, PhD

Goals and Contents

The course explores philosophical questions in the social sciences including: empirical science and philosophy; the rationality of scientific knowledge; the structure of theories in the social sciences, theory testing; explanation and understanding; the reducibility of sociological to psychological laws; the construction of reality; the role of value statements; the ontological status of rules and norms.

237004 Selected Topics in Practical Philosophy – Research Integrity (RCR), Environment and Artificial Intelligence

Seminar, 2.00 hours, 4.00 ECTS credits

Thursday,	15.30 – 17.00/18.45
March 21 st to June 27 th , 2024	

Lecturer

Dr.ⁱⁿ Aline Potiron, MA

Goals and Contents

This course aims to study controversial ethical issues in current societal topics. We will use the resources of normative ethics but also of moral psychology. We will critically discuss the issues raised by the management of scientific research through the Responsible Conduct of Research, in particular the tension between scientific and regulatory values. We will assess the different moral perspectives on the environment and its conservation in relation to policy and law. Finally, we will consider the ethical issues raised by Artificial Intelligence with the notions of values and responsibility.

238332 Statistics

Course, 2.00 hours, 3.00 ECTS credits

Wednesday,	17.15 – 18.45
March 6 th to June 26 th , 2024	

Lecturer

Roman Pfeiler, MSc MSc

Entry requirements

None

Course objectives

Students have knowledge of the basic statistical concepts that are used in business administration. They are able to describe and visualize data using IBM SPSS Statistics. They are familiar with the basics of probability theory and statistical inference.

Course contents

The following topics will be covered in the course:

- basics of quantitative research
- univariate data analysis using parameters and graphs
- bivariate data analysis using measures of association and graphs

- robustness
- introduction to IBM SPSS Statistics
- basic concepts of probability theory (e.g. expectation, variance, pmf/pdf, cdf, independence)
- binomial and hypergeometric distribution
- normal distribution
- approximation rules
- central limit theorem
- sampling distribution
- point estimation
- interval estimation
- hypothesis testing
- correlation vs. causation
- simple linear regression

Assessment

Homework + Exam (open-book)

231015 Technology and Society

Seminar, 2.00 hours, 6.00 ECTS credits

Tuesday,	March 5,	13.45 – 17.00
Tuesday,	March 19,	13.45 – 17.00
Tuesday,	April 16,	13.45 – 17.00
Tuesday,	April 30,	13.45 – 17.00
Tuesday,	May 14,	13.45 – 17.00
Tuesday,	May 28,	13.45 – 17.00
Tuesday,	June 11,	13.45 – 17.00
Tuesday,	June 25,	13.45 – 15.15

Lecturer

René Werner M.A.

Contact

For questions or problems please contact: rene.werner@jku.at

Entry requirements

none

Course objectives

The seminar addresses the interrelation between technology and society. It is based on the discussion of theoretical and empirical texts, which offer an insight into different aspects of the interplay between technology and society.

We will address questions such as: How does technology shape and is shaped by society? What is the relationship between technology, knowledge, expertise, and democracy? How are future technologies designed and who is being included/excluded in its creation and usage? How can we understand the prevalence and influence of algorithms in our everyday life from a sociological perspective? How do we study technologies in society? What kinds of methods and theories can we use?

Students will study the co-constitutive and recursive properties of technologies and (modern) society. They will engage with key theoretical and methodological approaches and will learn how to conduct research on technologies from a sociological perspective. The course will consist of a combination of reading-oriented discussion, practical exercises in groups and presentations about the group's findings. Students will produce a term paper in which they apply a sociological theory to a case/an example of their own choosing.

Course subject

- The social and political dimension of technology
- The dynamics of technology development, its governance and path dependencies (e.g. artificial intelligence)
- Critical Algorithm Studies
- The interrelation between technology and organizations
- Methodological considerations when studying technologies in society

Assessment

- Regular attendance and participation (20% of the grade if fulfilled)
- Preparation of reading cards (30% of the grade, around 10 pages in total)
- Seminar paper (50% of the grade, around 10 pages, font size 11)

232490 Work Psychology

Seminar, 2.00 hours, 3.00 ECTS credits, Recommended semester: 3rd and higher

Friday, March 22,	8.30 - 13.30
Saturday, March 23,	8.30 – 13.30
Friday, April 19,	8.30 - 13.30
Saturday, April 20,	8.30 - 12.45
Wednesday, May 15,	8.30 - 13.30

Lecturer

Dr.ⁱⁿ Marlene Penz

Contact

aom@jku.at

Entry Requirements

None

Course aims

- to provide an overview of selected topics in work psychology
- to help students understand how psychological research methods can be used to answer work-related questions
- to support critical thinking skills through discussions, group presentations, and active participation

Course content

This course deals with the ways in which psychological theories and methods can help us better understand the behaviors, attitudes and emotions of people in work-related contexts. A focus will lie on the following topics:

- Teams and team work, team diversity
- Conflicts, conflict management, and political behavior
- Work-related stress, burnout, and its relation to mental and physical health

The course is intended for students from all fields of study who are interested in learning more about these topics and reflecting on how work psychology findings apply to their own past and future work experiences.

BUSINESS ADMINISTRATION – MASTER LEVEL

Master Program Management

Entry requirements

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

General Management Competence

269060 Creating Strategic Advantages

(M1 – Master Program 1st Year)

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

Dates and Rooms to be announced in KUSSS

Lecturer

Univ.-Prof. Dr. Waldemar Kremser

Course Content including Goals

This course provides students with a general overview of the field of strategic management, discusses key tools and practices in the strategy process and highlights some of the most relevant contemporary challenges for strategy practitioners. The course will be structured in four blocks. In the first block, we will talk about the most common concerns in analyzing the strategic positioning of a firm. In the second block, we will hear about the most relevant strategic choices a firm has in a competitive environment. In the third block, we will develop a more dynamic understanding of strategizing in organizations. In the fourth and final block, we will look into contemporary developments that are of critical importance for the field of strategic management.

Course objectives

This course aims to:

- Introduce students to the key concepts, models and theories in the field of strategic management.
- Introduce students to a number of important tools used to support strategic decision-making in practice.
- Provide students with a general understanding of some of the key contemporary challenges of strategic management.
- Enable students to integrate theoretical concepts and strategy tools through case studies.

Learning outcomes

- LO1: Discuss and evaluate the most relevant issues in strategic positioning, strategic options, as well as strategy development and implementation. [cognitive/analytical]
- LO2: Accurately identify and apply relevant theory to different cases. [cognitive/analytical]
- LO3: Apply strategic tools to arrive at strategic decisions in a systematic fashion. [professional/practical skills]
- LO4: Demonstrate the ability to formulate and present a concise, insightful analysis which exposes issues logically and coherently. [transferable skills]

Assessment Strategy

Student will make an open book exam during the last session of this course. A sufficient grade is necessary to pass this course. During this exam, students will be asked to discuss, compare, and apply the issues, theories, concepts, tools, and phenomena mentioned in the lectures as well as in the textbook and additional reading materials in the context of real-world cases.

Synchronization of learning outcomes and assessments:

LO1: Open book exam
LO2: Open book exam
LO3: Open book exam
LO4: Open book exam

Study Material

Whittington, R., Regnér, P., Angwin, D., Johnson, G., & Scholes, K. (2020). Exploring strategy (12 ed.). Hoboken: Pearson.

Other materials can be retrieved from Moodle and/or will be announced in class

241009 Introduction to Marketing Management (M1 – Master Program 1st Year)

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

Dates and Rooms to be announced in KUSSS

Lecturer

Dr. Christiane Steinlechner, MA

Course Content including Goals

The course is designed to convey current theory with respect to “Marketing Management”. A strong focus is on decision making throughout the different phases and challenges of a company in different industries. Students will be guided to applying this knowledge by discussing various real-life cases. Indicative content in the context of channel management in a digital environment includes:

- Locating Marketing within the general management of an organization, e.g. Development of the Marketing understanding and Linking Marketing to other business functions
- Understanding markets and customers, e.g. markets, consumer behavior and segmentation
- Creating value propositions, e.g. products and services
- Price decisions, e.g. willingness to pay, price demand functions and price elasticity
- Sales and channel decisions, e.g. sales entities, multichannel management and channel integration
- Communication decisions, e.g. communicating superior value and communication channels
- Process and customer contact point decisions, e.g. customer participation, process management, capacity and demand management
- Relationship Marketing, e.g. customer satisfaction and loyalty, complaint and recovery management

Course objectives

This course aims to:

- Introduce a range of marketing management issues pertinent to understanding how different elements of a business fit together to create a coherent organization and an effective marketing strategy.
- Equip students with a sound understanding of the process of (strategic) marketing management and the different components of the strategy development cycle.
- Provide students with a rigorous foundation and tools for analysis and understanding the core decisions that have to be made in marketing.
- Enable students to integrate theoretical concepts and models in strategy and marketing with practical application to business situations.

Learning outcomes

On successful completion of this course, the students will be able to:

- LO1: Appreciate the scope and character of marketing in today's dynamic markets. [subject knowledge]
- LO2: Synthesize knowledge of marketing strategy, marketing operations and tactics and apply concepts to national and international case studies. [cognitive/analytical]

- LO3: Discuss and evaluate social and ethical issues relating to marketing management. [cognitive/analytical]
- LO4: Accurately identify and apply relevant theory within different sector specific contexts. [cognitive/analytical]
- LO5: Critically evaluate various marketing management approaches and application of strategy within a specific context. [cognitive/analytical]
- LO6: Apply decision making skills related to marketing management. [professional/practical skills]
- LO7: Discuss and evaluate various marketing management approaches and designs. [professional/Practical skills]
- LO8: Analyze key drivers affecting marketing management in general. [professional/practical skills]
- LO9: Demonstrate the ability to formulate and present a concise, insightful analysis which exposes issues logically and coherently. [transferable skills]

Assessment Strategy

Units of Assessment	Weighting towards course Mark (%)
1.5 Hour Examination (closed book)	50
Group coursework (3000 words)	50
Alternative Assessment: as above	
Qualifying Condition(s) 50%+ for each assessment is required to pass the course	

The assessment strategy is designed to: i) provide students with a practical opportunity to apply theoretical concepts of marketing management; ii) demonstrate their theoretical and practical understanding associated with marketing management.

Thus, the summative assessment for this course consists of two components:

Assessment 1 - Assignment (Mini-project, 50% weight): Students are required to submit a 3000-words written group (maximum of five students) report on the marketing management strategy and tactics of a specific company. More specifically, students are required to describe and critically evaluate on the pre-assigned topic, apply it to a relevant company, then report their findings in writing. Further the mini-project needs to be presented in class. Relevant concepts and theories must be used in both setting up an evaluation structure and interpreting and consequently discussing the results of the empirical evaluation. All reports must be submitted via Moodle.

The assignment enables students to:

- Apply marketing and management concepts and theories in describing and examining a specific type of company;
- Critically and insightfully analyze the operational effectiveness of the marketing strategy and
- Prepare and present management report that facilitates the adoption of the theoretic concepts in practice.

This first assessment relates specifically (but not exclusively) to the following learning outcomes (ascending order of importance) – LO2, LO3, LO4, LO5, LO6, LO7, LO9.

Assessment 2 - Exam (50% weight): An individual assessment, students are required to answer a multiple-choice exam within an hour. The questions are designed in that way that they test both theoretical and practical understanding of students in relation to the course.

The individual exam enables students to:

- Identify and apply relevant theoretical concepts to address various marketing management issues,
- Thoughtfully identify good and bad marketing management practices in various product contexts, and then provide recommendations to address these good and bad practices.
- Insightfully understand the strategic and operational importance of marketing management from different perspectives (consumer marketing, b-t-b marketing);

This second assessment relates specifically (but not exclusively) to the following learning outcomes (ascending order of importance) – LO1, LO2, LO3, LO4, LO5 and LO7.

Both assessment components have been designed to:

- Develop an understanding of the origins and latest development of marketing management practices across different sectors,
- Gain a sound and critically informed knowledge of the essential concepts and models within the marketing as well as the supply chain management discipline, and then apply these concepts in critically examining 'real-life' marketing management practices.

Formative assessment and feedback will be provided in tutorials as part of group discussions and presentations, i.e. verbal feedback and mini assignment which informs the final summative assessment. The assignment will be the principal means of providing formative feedback. Students will be given indications of achievement. The group paper will be graded according a weighted scale of five criteria (pre-announced and published on Moodle in week 1). This will be supplemented by qualitative feedback.

For the exam, individual feedback will be available on request, when marking has been completed.

For both items of assessment, a summary statement of generic feedback and group performance will be supplied to assist the student in reflecting on their own individual performance relative to that of peers.

Study Material

Kotler, Philip and Keller, Kevin L., Goodman, Malcom, Brady, Mairead, Hansen, Torben (2019): Marketing Management. 4th European edition, Pearson: Boston.

Details of relevant journal articles and useful web sites will be provided throughout the teaching of the Course.

267014 Advances in Leadership, Human Resource Management, and Change (M1 – Master Program 1st Year)

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

Dates and Rooms to be announced in KUSSS

Lecturer

Univ.-Prof. Claudio Biscaro

Course Content including Goals

In a dynamic and turbulent environment, change is necessary for gaining and sustaining a competitive advantage. However, changing organizations is difficult, as it may cause pushback and fail to produce the desired effect.

Therefore, this course will introduce students to the most prominent theories of change and see how through leadership and HRM practices, managers and organizations can exploit existing capabilities to change the organization and maintain or reach a leading position in the market.

Some of the theories and theoretical concepts that will be covered are:

- Continuous vs episodic change
- Psychological safety
- Ambidexterity
- Leadership styles
- Politics and power at the workplace
- Social and cognitive networks
- Organizational inertia
- Value network

Objectives

This course aims at:

- Discussing current topics in the field of leadership, HRM, and change management.
- Understanding the role, the importance, and the limits of leadership.
- Equipping students with a solid theoretical foundation to address and diagnose organizational problems concerning leadership, HRM, and change.
- Providing students with tools for the analysis of organizational problems.
- Supporting students to apply different theoretical lenses to address problems.

Learning outcomes

On successful completion of this course, students will be able to:

- LO1: Analyze and diagnose organizational problems from different theoretical perspectives. [relevant theory, social skills, and analytical skills]
- LO2: Apply existing theoretical and practical toolkits to solve organizational problems related to leadership, HRM, and organizational change. [analytical/practical skills]
- LO3: Infer the effect on the organization of the application of practical measures concerning leadership, HRM, and change. [cognitive/practical skills]
- LO4: Integrate different theories and ideas to formulate concise and insightful analyses and solutions of organizational problems. [problem solving and reflection skills]
- LO5: Self-assess their own leadership style to detect current strengths, potentials, as well as limits as organizational members and future leaders. [Self-Management Skill]
- LO6: Develop awareness about fairness in the workplace and ethical aspects concerning work and organizational change [Ethics, Responsibility and Sustainability]

Assessment Strategy

The assessment strategy aims to reward a holistic understanding of the theories and concepts presented in the course and the capacity of using theories and concepts to analyze organizational problems related to change, rather than rewarding a precise mnemonic recollection of definitions and facts. In other words, the strategy will allow for monitoring the progress of the student along the learning objectives.

Range of assessment methods

- Contribution to the class discussion (max 5 points);
- Voluntary student presentation with peers' and instructor's feedback (max 10 points);
- Exam with open questions aiming at diagnosing and solving organizational problems, and a few True/false statements on papers to assess students' overall understanding of the key concepts (max 100 points).

Syncing the learning outcomes with the assessment strategy:

- LO1: Exam + Contribution to the class discussion
- LO2: Exam + Contribution to the class discussion
- LO3: Exam + Presentation + Contribution to the class discussion
- LO4: Student Presentation + Feedback + Contribution to the class discussion
- LO5: Student Presentation + Feedback + Contribution to the class discussion
- LO6: Student Presentation + Feedback + Contribution to the class discussion

Study Material

Compulsory reading

- Brown, SL and Eisenhardt, KM (1997): "The art of continuous change: Linking complexity theory and time-paced evolution in relentlessly shifting organizations." *Administrative Science Quarterly*, 4: 1-34.
- Christensen, C. M., & Rosenbloom, R. S. (1995). Explaining the attacker's advantage: Technological paradigms, organizational dynamics, and the value network. *Research policy*, 24(2), 233-257.
- Edmondson, A. (1999). "Psychological safety and learning behavior in work teams." *Administrative Science Quarterly*, 44, 350-383.
- Garaus, C., Güttel, WH, Konlechner, SW, Koprax, I., Lackner, H., Link, K. and Müller, B. (2016): "Bridging knowledge in ambidextrous HRM systems: Empirical evidence from Hidden Champions." *International Journal of Human Resource Management* 27: 355-381.
- Goleman, D. (2017). *Leadership that gets results* (Harvard business review classics). Harvard Business Press.
- Grosser, TJ., Obstfeld, D., Choi, E.W., Woehler, M., Lopez-Kidwell, V., Labianca, G., and Borgatti, SP. (2018): "A sociopolitical perspective on employee innovativeness and job performance: The role of political skill and network structure." *Organization Science* 29: 612-632.
- Hansen, NK, Güttel, WH and Swart, J. (2019): "HR in dynamic environments: Exploitative, exploratory and ambidextrous HR architectures." *International Journal of Human Resource Management* 30(4):648-679.
- Kotter, J. P. (1995). *Leading change*. Harvard Business Review, 2(1), 1-10.
- Krackhardt, D. (1992): The strength of strong ties. The importance of Philos in organizations.
- Padgett, J. F., & Ansell, C. K. (1993). Robust Action and the Rise of the Medici, 1400-1434. *American journal of sociology*, 98(6), 1259-1319.
- Thomas, R., Sargent, L. D., & Hardy, C. (2011). "Managing organizational change: Negotiating meaning and power-resistance relations." *Organization Science*, 22(1), 22-41.

- Tripsas, M., & Gavetti, G. (2000). Capabilities, cognition, and inertia: Evidence from digital imaging. *Strategic Management Journal*, 21, 1147-1161.

Case studies

- Ancona, D., Backman, E., and Isaacs, K. 2015. Two Roads to Green: A Tale of Bureaucratic versus Distributed Leadership Models of Change. Chapter 9 in *Leading Sustainable Change*, edited by Henderson, Gulati, Tushman, OUP.
- Tushman, M., O'Reilly, C. A., and Harreld, B. 2015. Leading Proactive Change. Chapter 10 in *Leading Sustainable Change*, edited by Henderson, Gulati, Tushman, OUP.
- Other case studies will be communicated before the start of the class.

Supplementary Readings

- Benner, Mary J., and Michael Tushman (2002). "Process management and technological innovation: A longitudinal study of the photography and paint industries." *Administrative Science Quarterly* 47.4: 676-707.
- Christensen, Clayton (2013). "The innovator's dilemma: when new technologies cause great firms to fail." Harvard Business Review Press.
- Eisenhardt, Kathleen M. and Sull, Donald N. (2001): "Strategy as simple rules." *Harvard Business Review* 79: 106-119.
- Eisenhardt, Kathleen M., and Shona L. Brown (1998). "Patching. Restitching business portfolios in dynamic markets." *Harvard Business Review* 77(3): 72-82.
- Goleman, D., Boyatzis, R., & McKee, A. (2001). Primal leadership: The hidden driver of great performance. *Harvard business review*, 79(11), 42-53.
- Güttel, Wolfgang H. and Konlechner, Stefan W. (2009): "Continuously Hanging by a Thread: Managing Contextually Ambidextrous Organizations." *Schmalenbach Business Review* 71: 150-172.
- Hayes, J. (2014): *The theory and practice of change management*. 4th edition.
- Majchrzak, A., Jarvenpaa, S. L., & Hollingshead, A. B. (2007). Coordinating expertise among emergent groups responding to disasters. *Organization science*, 18(1), 147-161.
- O'Reilly, Charles A., J. Bruce Harreld, and Michael L. Tushman (2009). "Organizational ambidexterity: IBM and emerging business opportunities." *California Management Review* 51(4): 75-99.
- O'Reilly, CA, and Tushman, ML (2013): "Organizational ambidexterity: Past, present, and future." *The Academy of Management Perspectives* 27: 324-338.
- Sydow, J., Schreyögg, G. and Koch, J. (2009): "Organizational path dependence: Opening the black box." *Academy of Management Review* 34: 689-709.
- Tripsas, Mary (2009): "Technology, identity, and inertia through the lens of "The Digital Photography Company"." *Organization Science* 20(2): 441-460.
- Tushman, Michael L., and Charles A. O'Reilly (1996). "The ambidextrous organizations: Managing evolutionary and revolutionary change." *California Management Review* 38(4): 8-30.
- Uhl-Bien, Mary and Arena, Michael (2018): "Leadership for organizational adaptability: The theoretical synthesis and integrative framework." *The Leadership Quarterly* 29: 89-104.

282016 Managerial Accounting

(M1 – Master Program 1st Year)

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

Dates and Rooms to be announced in KUSSS

Lecturer

Mag. Dr. Johannes Slacik

Course Content including Goals

Indicative content in the context of channel management in a digital environment includes:

- Apply Strategic Management Accounting and the decision-making process
- Analyze the role of Management Accountants
- Design and apply Management Control Systems
- Learn to evaluate employee motivation and leadership skills

- Analyze with theoretical frameworks, e.g., Contingency-, Stakeholder-, Agency theory, Organizational learning
- Learn to apply Management Accounting instruments: CVP-Analysis, Scenario-Analysis, Break Even Analysis, optimal production, insourcing versus outsourcing,
- Calculate and evaluate performance measurements, ratios and the Balanced Scorecard
- Analyze and Evaluate performance measurement systems and action plan designs
- Develop practical strategic and operative solutions based on case studies

Objectives

This course aims to:

- Identify, analyze and apply fields and duties of Managerial Accounting.
- Analyze and learn to differentiate between strategic and operative Management Accounting and its application.
- Foster the theoretical discussion and its application in practice.
- Learn to analyze and evaluate strategic and operative Management Accounting for implementing management control mechanisms.
- Evaluate leadership and und behavioral Management Accounting.
- Learn to calculate Management Accounting instruments.
- Design, implement and apply Management Control Systems and use Management Accounting instruments in alignment with organizational goals.
- Enable students to develop strategic and operative solutions for practical case study scenarios.

Learning outcomes

On successful completion of this course, the students will be able to:

- LO1: Design and implement a business strategy plan analyzing the strategic positioning of global companies and their resources for competitive advantage. [cognitive/analytical]
- LO2: Discuss and evaluate organizational, social and ethical issues relating to management control mechanisms. [cognitive/analytical]
- LO3: Accurately identify and apply relevant theory within different practical and sector specific contexts. [cognitive/analytical]
- LO4: Conduct a business analysis with global perspective in strategic and operative management accounting and performance, thereafter, applying decision making, problem solving and leadership skills. [professional/practical skills]
- LO5: Demonstrate the ability to formulate and present a concise, insightful analysis which exposes issues and solutions logically and coherently. [transferable skills]

Assessment Strategy

- Students complete theoretical and practical homeworks individually and in groups. These homeworks are designed to learn and practice further the theories from the lectures, to apply frameworks and analytical thinking and practice the evaluation, design and decision-making process in case study scenarios as learned in the lectures. The selection of homework is presented in class and discussed to deepen the understanding of the content and challenges. The assessment results in points for each individual and the whole group [LO1, LO2, LO3, LO4, LO5]
- There are two exams (mid-term and final exam). The mid-term exam is designed to remember, understand and apply the knowledge learned in the lectures [LO1, LO2, LO3]. It has single choice and open questions. The final exam is designed to test both the theoretical and practical knowledge gained during the lectures. Students have to apply their new skills, analyze and evaluate practical business situations and create and design practical solutions. Plagiarisms is avoided in both exams. For one, the exam is time limited and limited space for answers is available. Secondly, the case studies ask for individually created answers that are not available anywhere, thus plagiarism is not possible. The exams result in individual grades. [LO1, LO2, LO3, LO4, LO5]
- The final grade is based on both theoretical and practical applied knowledge of students, shown by the homeworks and the two exams. [LO1, LO2, LO3, LO4, LO5]

Study Material

- Hoque, Z. (2002). Strategic management accounting. Spiro press.
- Merchant, K. A., & Van der Stede, W. A. (2017). Management control systems: performance measurement, evaluation and incentives. Pearson education.
- Horngren, C. T., Rajan, M. & Datar, S. M. (2015). Cost Accounting, Global Edition. Pearson Education UK.
- Braun, T., & Harrison, P. (2012). Managerial Accounting, second international edition. Pearson.
- Zimmermann, J.L. (2009) Accounting for Decision Making and Control, eight edition, McGraw-Hill.
- Chenhall, R. H. (2003). Management control systems design within its organizational context: findings from contingency-based research and directions for the future. Accounting, organizations and society, 28(2-3), 127-168.
- Henri, J. F. (2006). Management control systems and strategy: A resource-based perspective. Accounting, organizations and society, 31(6), 529-558.
- Malmi, T., & Brown, D. A. (2008). Management control systems as a package—Opportunities, challenges and research directions. Management accounting research, 19(4), 287-300.
- Hoque, Z., & James, W. (2000). Linking balanced scorecard measures to size and market factors: impact on organizational performance. Journal of management accounting research, 12(1), 1-17.
- (Other materials can be retrieved from Moodle and/or will be announced in class.)

250047 Financial Accounting

(M1 – Master Program 1st Year)

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

Dates and Rooms to be announced in KUSSS

Lecturer

Mag. Hannes Hofbauer

Course Content including Goals

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.

Objectives

This course aims to:

- Introduce students to goals and concepts of financial accounting, user groups of financial accounting, differences in national accounting systems and to show the need for global accounting standards.
- Equip students with a sound understanding of the accounting process, elements of financial statements, different measurement concepts in international financial reporting and basics in selected IAS/IFRS accounting standards (including Conceptual Framework).
- Explain the reporting entity that creates an IFRS-Report, different types of relationships between investor and investee (subsidiaries vs joint arrangements vs associates) and differences between consolidated and single financial statements.
- Equip students with basic skills in financial statement analysis, to allow them to understand and correctly interpret published IFRS financial statements.

Learning outcomes

On successful completion of this course, the students will be able to:

- LO1: Discuss how national accounting standards differ due to different users, information needs and national influences and why there is a need for globalized accounting standards. [international orientation/relevant theory]

- LO2: Discuss the implications corporate actions have on the company's financial statements. [Business Management Qualifications]
- LO3: Apply basic accounting techniques and valuation methods from selected IAS/IFRS standards. [cognitive/analytical]
- LO4: Transfer the abstract rules from IAS/IFRS standards in order to solve concrete accounting problems. [professional/transferable skills]
- LO5: Correctly interpret financial statements prepared according to IAS/IFRS standards. [professional/transferable skills]
- LO6: Calculate and correctly interpret financial ratios and alternative performance measurement concepts. [professional/transferable skills]

Assessment Strategy

The Assessment Strategy includes the following components:

- Homework Assignments for each lecture (max 20 points)
- Case Study on Financial Statement Analysis (max 20 points)
- written mid-term exam (max 60 points)
- written final exam (max 90 points)
- weekly quizzes and in-class participation (max 10 bonus points)

Students are assessed on individual basis (no group assignments).

Synchronization of learning outcomes and assessments:

- LO1: Exams / Homework / Course participation assessment
- LO2: Exams / Homework / Course participation assessment
- LO3: Exams / Homework / Course participation assessment
- LO4: Exams / Homework / Course participation assessment
- LO5: Exams / Case Study / Course participation assessment
- LO6: Exams / Case Study / Course participation assessment

Study Material

Study and reading material includes the following:

- International Financial Reporting and Analysis by David Alexander/Ann Jorissen/Martin Hoogendoorn/Carien van Mourik/Collette Kirwan, 8th edition (2020), Cengage Learning EMEA, ISBN 978-1-4737-6685-3
- Lecture notes
- Selected International Financial Reporting Standards (IFRS) in the latest edition
- Selected articles referring to current topics in accounting

(The relevant materials can be retrieved from Moodle and/or will be announced in class.)

249710 Corporate Finance

(M1 – Master Program 1st Year)

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

Dates and Rooms to be announced in KUSSS

Lecturers

Assoz.-Univ.-Prof.ⁱⁿ Dr.ⁱⁿ Eva Wagner, Ass.-Prof. Dr. Thomas Brunner-Kirchmair

Course Content including Goals

The course aims to provide an in-depth understanding of the main theoretical concepts of corporate finance and their practical applications, with an emphasis on corporate valuation. Students gain a solid foundation and tools for analyzing and understanding key financial decisions (investing, financing and strategic decisions) that have to be made in financial management. The course enables students to put theoretical concepts and models in finance into practice using real-live problems.

Overall content:

- Shareholder Value and Corporate Social Responsibility (CSR): Good corporate governance and value management practices; ethics (CSR) and stock value maximization.
- Financial statements and reports: Applying financial analysis, e.g. dealing with financial ratios and the cash flow statement; working capital management.
- The cost of capital: Risk, return and cost of capital, e.g. CAPM and WACC.
- Company valuation and value management: Applying various valuation methods like market multiples analysis and discounted cash flow (DCF) method.
- Key financial and investment decisions: capital budgeting techniques, mergers and acquisitions, enterprise risk management.

Objectives

This course aims to:

- Introduce the theory and practice of corporate finance as well as topics in corporate financial architecture (e.g., corporate governance and CSR issues [Environmental, Social and Governance]).
- Equip students with a profound understanding of the role of financial management in creating shareholder value.
- Combine theory with practice in order to understand what corporate finance professionals should do to increase company value and shareholder wealth.
- Enable students to integrate theoretical concepts and models in finance with practical application to business situations.
- Provide students with different tools for financial management in practice.

Learning outcomes

On successful completion of this course, the students will be able to:

- LO1: Recall relevant theory for both investment and financial decisions and recall the role of financial management in a profit organization. [Subject knowledge]
- LO2: Discuss and evaluate social and ethical issues relating to financial management. [cognitive & transferable skills; intellectual skills]
- LO3: Apply decision making skills related to financial management and perform financial analysis, valuation of projects and corporations. [practical oriented skills]
- LO4: Demonstrate the ability to formulate and present a concise, insightful financial analysis which exposes issues logically and coherently. [social skills/subject knowledge]
- LO5: Create new M&A strategies and analyze potential target firms. [practical oriented skills/intellectual skills]
- LO6: Understand and evaluate a company's financial decisions with regard to its working capital and value management. Being able to develop strategic opportunities and make better managerial decisions. [practical oriented skills/intellectual skills]

Assessment Strategy

In total, students have the possibility to reach 80 points, 60 (75 %) for the exam and 20 (25 %) for the group works and its presentation. A minimum of 30 points at the exam is necessary in order to obtain a positive grade.

- Exam: Individual exam, there is a possibility to repeat it in case of negative results or scheduling issues (retry exam). The exam consists of open and closed questions. It lasts 60 minutes.
- Case Study (group work) and presentation. Two case studies require students to apply the skills and experience from the course related: (1) Financial analysis and (2) M&A to real-life examples.

Synchronization of learning outcomes and assessments:

- LO1: Written Exam
- LO2: Written Exam + Case Study + Case Study presentation
- LO3: Written Exam + Case Study
- LO4: Case Study + Case study presentation
- LO5: Case Study + Case study presentation
- LO6: Written Exam

Study Material

Brigham and Ehrhardt, Financial Management: Theory and Practice, 16th edition, Cengage Learning (ISBN: 978-1-337-90260-1).

- Power Point Slides
- Calculations/tools/instruments of financial management
- Articles from journals (e.g. WSJ)
- Podcasts

(Relevant materials can be retrieved from Moodle and/or will be announced in class.)

281300 Entrepreneurship (M1 – Master Program 1st Year)

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

Dates and Rooms to be announced in KUSSS

Lecturer

Univ.-Prof. Dr. Elisabeth Berger

Course Content including Goals

The core of the Course Entrepreneurship is a comprehensive understanding of entrepreneurship. The course builds upon basic entrepreneurship knowledge and aims to introduce students to the theory and practice of entrepreneurship. The course will provide an overview of relevant entrepreneurship foundations and tools. Further, the course offers possibilities to apply the gained knowledge by developing entrepreneurial solutions to identified problems.

Contents:

The course is divided into two building blocks:

- Entrepreneurship Basics: The course content will cover the foundations of entrepreneurship to build a general understanding of entrepreneurial processes and opportunities.
Topics: The entrepreneur, entrepreneurial opportunity, entrepreneurial process.
- Entrepreneurship Special Topics: Students will get familiar with special issues in entrepreneurship. Further, this block aims at applying knowledge and developing innovative and entrepreneurial solutions. Hence, the course sessions are accompanied by two workshops and guest lecturers.
Topics: Sustainable entrepreneurship, different forms of capital in entrepreneurial ventures, entrepreneurial growth and failure.

Objectives

This course aims to:

- Introduce students to the theory and practice of entrepreneurship.
- Equip students with a sound understanding of the entrepreneurial process and relevant skills for entrepreneurship.
- Provide students with a rigorous foundation and tools for analyzing different approaches to and different types of entrepreneurship.
- Enable students to reflect on the potential of the range of entrepreneurial outcomes and how this contributes to the management of organizations, as well as society.

Learning outcomes

On successful completion of this course, the students will be able to:

- LO1: Demonstrate fundamental comprehension of the entrepreneurial process.
- LO2: Apply theoretical knowledge to entrepreneurship cases.
- LO3: Determine relevant resources and interdisciplinary knowledge and skills to develop the solution to a problem.

- LO4: Demonstrate the ability to analyze a problem and develop a concise and innovative entrepreneurial solution.

Assessment Strategy

The assessment in the course is divided into two examination parts and consists of three different assignments:

- Examination Part 1:

Individual exam consisting of multiple choice and open questions (30 points)

The exam takes place at the end of the block of Entrepreneurship Basics. Students have to pass a written exam (multiple choice and open questions). Relevant for the examination is a list of research literature, slides of the course, and discussions of the course sessions.

Students have to pass the written exam (more than 50%) to successfully finish the course.

- Examination Part 2:

This examination is part of the second block of Entrepreneurship Special Topics. Based on the workshops, students have to hold a group presentation (group pitch). In addition, students have to hand in a reflective essay (individual written work).

- Final pitches in groups (15 points)
- Individual written reflection on learning (fail or pass, 15 points)

Synchronizations of learning outcomes and assessments:

- LO1: Demonstrate fundamental comprehension of the entrepreneurial process: Individual exam / Group pitch / Individual written reflection
- LO2: Apply theoretical knowledge to entrepreneurship cases: Individual exam / Group pitch
- LO3: Determine relevant resources and interdisciplinary knowledge and skills to develop the solution to a problem: Group pitch
- LO4: Demonstrate the ability to analyze a problem and develop a concise and innovative entrepreneurial solution: Group pitch / Individual written reflection

Study Material

Literature will consist of recent research articles as well as case studies that will be made available. A list of textbooks on Entrepreneurship is suggested for additional reading/basic concepts.

(The relevant materials can be retrieved from Moodle and/or will be announced in class.)

Methods in Management Research

247036, 231154 Qualitative Research Methods

(M1 – Master Program 1st Year)

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

Dates and Rooms to be announced in KUSSS

Lecturers

Assist.-Prof. Dr. Almina Bešić, Richard Wan MGB, Assoz. Univ.-Prof. Petra Aigner MBA Ph.D.

Course Content including Goals

This course focuses on the basics of conducting qualitative research in the context of management studies. Indicative content includes:

- Overview of main research methods (qualitative, quantitative, mixed method)
- Research questions and literature review leading to qualitative inquiry
- Sampling, quality criteria, and ethical questions in qualitative research
- Interviews as a popular source of data in qualitative research: Interview guideline, interview process, transcription, and data analysis
- Other sources of qualitative inquiry: Documents, focus groups, and participant observation

- Overview of research designs: Case study research, grounded theory
- MAXQDA (software package for qualitative and mixed methods research)

Objectives

This course aims to:

- Sensitize students to the potential of qualitative research (compared to other research approaches) including its strengths and weaknesses.
- Help students develop a good understanding of what constitutes good qualitative research.
- Provide students with the skills to conduct and analyze qualitative interviews.
- Equip students with the knowledge for possibly conducting their own empirical master thesis based on qualitative methods.

Learning outcomes

On successful completion of this course, the students will be able to:

- LO1: Accurately identify and apply relevant methods within qualitative research. [cognitive/analytical]
- LO2: Demonstrate the ability to combine self-study and effective group work to successfully produce a qualitative research study in the field of (international) management. [intellectual/cognitive]
- LO3: Actively take part in (online) interactive meetings to demonstrate research skills and methodological competencies. [intellectual/cognitive]
- LO4: Demonstrate the ability to formulate and present a concise, insightful analysis which exposes issues logically and coherently. [transferable skills]
- LO5: Develop the ability to cope with time pressure and criticism constructively. [transferable skills]

Assessment Strategy

A maximum of 100 points can be achieved in the seminar. 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.

1. Individual assessment
 - a. Active participation, including producing an interview transcript and participation in in-class activities/discussions (20 points) [LO1; LO3; LO5]
 - b. Tests/Exams, including short multiple choice tests (20 points) [LO1; LO2; LO4]
2. Group assessment
 - a. Presentations (20 points) [LO1; LO2; LO3; LO4; LO5]
 - b. Group papers (40 points) [LO1; LO2; LO4]

Study Material

- Bell, Emma, Bryman, Alan & Harley, Bill (2019). Business research methods (5th edition). Oxford University Press.
- Denscombe, M. (2010). The Good Research Guide: For Small-Scale Social Research Projects. OUP Press.
- Eriksson P., Kovalainen A. (2014). Qualitative Methods in Business Research. SAGE.
- Gill, J., Johnson, P. (2010). Research Methods for Managers, SAGE.
- King, Nigel, Horrocks, Christine & Brooks, Joanna (2019). Interviews in qualitative research (2nd edition). Sage.
- Merriam, S. B. (2015). Qualitative Research: A guide to Design and Implementation, Jossey-Bass.Wiley. (4th ed)
- Yin, Robert K. (2003). Case study research: Design and methods (3rd edition). Sage.
- (Other materials can be retrieved from Moodle and/or will be announced in class.)

241054, 241055 Quantitative Research Methods

(M1 – Master Program 1st Year)

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

Dates and Rooms to be announced in KUSSS

Lecturer

Dr. Laurens Defau

Course Content including Goals

In this course, students get a hands-on introduction to quantitative research methods – with a clear focus on skills that can be used in writing a master thesis and later in their professional life. During the sessions, we discuss the different phases of a research project – learning step-by-step how to perform a quantitative research study.

The following subjects are covered during the sessions:

- Research: Getting Started
- Quantitative Methods: Surveys
- Quantitative Methods: Secondary Data
- Quantitative Methods: Data Analysis
- Statistical Software: SPSS
- Writing Up Research

Objectives

This course aims to:

- Let students discover the different phases of a research project and help them to develop the necessary skills to write their own research plan.
- Learn students to develop their own questionnaires and ask relevant questions.
- Understand the difference between primary and secondary data – and show students the potential of international databases.
- Learn students to critically analyze and present data – and showing them the importance of proper data analysis in everyday business life.
- Make students critically assess data presented to them in everyday life (e.g., surveys in media) – and see if they meet scientific standards.

Learning outcomes

On successful completion of this course, the students will be able to:

- LO1: Critically analyze scientific literature and summarize the main findings. [analytical/practical]
- LO2: Draft their own questionnaire, using both open and closed questions. [practical skill]
- LO3: Consult and analyze international databases. [analytical/practical]
- LO4: Perform basic data analysis. [analytical/practical]
- LO5: Critically examine data presented to them in everyday life [analytical/practical]
- LO6: Develop a research plan for their master thesis. [practical skill]

Assessment Strategy

Attendance in the course is mandatory. The students will have to participate in class discussions (40%) and make an individual assignment (60%) to demonstrate their skills.

Class discussion (40%):

During the sessions, there are small group assignments (e.g. searching for literature, developing a questionnaire, consulting international databases) to develop a better understanding of the different phases in a research process.

Individual assignment (60%):

At the end of the course, you will have to write a project proposal, which proofs that you have developed the necessary skills to critically analyze the scientific literature, formulate an original research question and develop a sound methodological framework.

Synchronization of learning outcomes and assessments:

- LO1: Class discussion + Individual assignment
- LO2: Class discussion
- LO3: Class discussion + Individual assignment
- LO4: Class discussion
- LO5: Class discussion
- LO6: Individual assignment

Study Material

Study material: Slides

Additional sources:

- Business Research Methods, Fifth Edition (by Emma Bell, Alan Bryman, and Bill Harley)
- Doing Survey Research: A Guide to Quantitative Methods, Fourth Edition (by Peter Nardi)
- Research Methods for Business Students, Eight Edition (by Mark N.K. Saunders, Philip Lewis and Adrian Thornhill)
- All additional sources are available in the JKU library.

246020 Introduction to Digital Transformation and Technologies**(M1 – Master Program 1st Year)**

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

Dates and Rooms to be announced in KUSSS

Lecturers

Milos Chromy, PhD, Mag. Thomas Grasser

Course Content including Goals

The content of the Introduction to Digital Transformation and Technologies includes:

- How digital technologies can be implemented to generate business value.
- How to model and analyse business processes and have basic knowledge on how they are supported by technology in current and future organizations
- How data is processed and managed in current organizations and how to extract information relevant for business decisions.
- How to apply basic data science techniques using appropriate tools to support business decisions.

Objectives

This course aims to:

- Understand theory behind information function of organization.
- Analyse business processes and learn how to extract relevant information.
- Learn how to create descriptive charts and graphs from the structured datasets.
- Understand the basics of the statistical and machine learning tools.
- Understand the optimisation techniques and the simulation methods.
- Learn to use the R and RStudio.

Learning outcomes

On successful completion of this course, the students will be able to:

- LO1: Differentiate between digitization, digitalization and digital transformation and connect it with the information function in organizations. [Relevant Theory, Digital transformation, Business management qualifications, Interdisciplinary skills]
- LO2: Analyze and evaluate different tools and methods for a given challenge and apply the selected tool and method. [Relevant Theory, Digital transformation, Business management qualifications,

Interdisciplinary skills, Research Skills and Methodological competencies, Social Skills, Interaction with companies, empirical/practical projects]

- LO3: Use modeling techniques (BPMN 2.0, UML or EPK) to work on complex and complicated digital transformation projects [Relevant Theory, Digital transformation, Business management qualifications, Interdisciplinary skills, Research Skills and Methodological competencies, Social Skills, Interaction with companies, empirical/practical projects]
- LO4: Distinguish good and bad practices used by descriptive analytics (bias, misleading, etc.) and apply knowledge in practical exercises. [Ethics, Responsibility and Sustainability (ERS), Analytical skills, Digital transformation]
- LO5: Choose right prediction models and design the model for chosen practical example. They will be able to recognise the ethics problems of machine learning. [Ethics, Responsibility and Sustainability (ERS), Analytical skills, Problem Solving and Reflections Skills, Research Skills and Methodological competencies]
- LO6: Acquire the tools necessary to formulate a problem as an optimisation model and assess the result computed by the model. They will be able to design a simulation for a given scenario and analyse the outcomes of the simulation. [Problem Solving and Reflections Skills, Analytical skills, Research Skills and Methodological competencies]
- LO7: Apply R and RStudio to solve problems arising in Descriptive, Predictive and Prescriptive analytics. [Digital skills, empirical/practical projects]

Assessment Strategy

- Students complete practical Homeworks on case companies in groups. These Homeworks are designed to practice further the theory from lectures and the practices learned during tutorials. A selection of homework is presented in class and discussed to deepen the understanding of the content and challenges. The assessment results in grades for the whole group [LO1, LO2, LO3, LO4, LO5, LO6, LO7]
- Exams are designed to test both practical knowledge gained on seminars and the theoretical knowledge presented during lectures. Students have to apply their new skills, evaluate topics and draw connections by giving own examples. To minimize plagiarisms, the exam is time limited and each student has different set of question chosen randomly from the question pool. The exams result in individual grades. [LO1, LO2, LO3, LO4, LO5, LO6, LO7]
- The final grade is based both on the practical knowledge of students, shown by the homeworks and part of the exam, the theoretical knowledge examined during the tests and overview of current business practices and tool currently used to support business decisions examined during the test. [LO1, LO2, LO3, LO4, LO5, LO6, LO7]

Students complete four group homework for different learning objectives [LO1, LO2, LO3, LO4, LO5, LO7]. Student can get for each project up to 10 points.

In the end of semester, students will have 2 part exam. 1. part examine learning objectives [LO1, LO2, LO3] and 2. part examine learning objectives [LO4, LO5, LO6, LO7]. For each part students can get 30 points.

To pass the course student has to get:

1. At least 50 points in total
2. At least 40% from exams = at least 24 out of 60 points from exams

Study Material

Lectures and Q&S Sessions are presented online. Slides, literature and videos are available in Moodle.

Interpersonal Skills and Intercultural Competence

247042 Intercultural Competence (M1 – Master Program 1st Year)

Seminar, 2.00 hours, 2.00 ECTS credits

Dates and Rooms to be announced in KUSSS

Lecturers

Sina Großkopf

Course Content including Goals

- Our goal is to create an environment in which students will experience their how they can navigate in intercultural environments and understand how underlying cultures influence behavior, communication and actions
- With the appropriate theoretical frameworks, we will provide students with tools to decipher cultural codes and characterize cultures regarding those frameworks
- While those Framework help navigating cultures, we will offer critical lenses on those, to reflect on their shortcomings and und which circumstances they were developed and if they still are applicable
- Giving concrete examples and allowing students to identify their own culture, we try to sensitize students regarding cultural interactions
- Raising awareness regarding cultural communication shortfalls we aim to teach students how to mitigate cultural traps
- With the growing rise of virtuality and the associated multicultural exchange in teams we will over insights into the management of global virtual teams, the challenges and the potential benefits of this new work form

Objectives

This course aims to:

- Enable students to understand, evaluate and apply different models and theories related to intercultural competence.
- Provide students with a learning environment that allows for experiencing the benefits and challenges of intercultural encounters in general, and of multicultural teamwork in particular in regular and virtual environments.
- Deepen students' intercultural understanding by helping them reflect on the experiences made in class.

Learning outcomes

On successful completion of this course, the students will be able to:

- LO1: Discuss and evaluate socio-cultural and ethical issues to the interaction between cultures.
- LO2: Accurately identify and apply relevant theoretical frameworks within cultural settings.
- LO3: Explain when theoretical models can be used and where the limitations within these models are located.
- LO4: Understand the interaction between cultures in a holistically manner and offer mitigation strategies for issues related to cultural differences.
- LO5: Comprehend how GVTs will interact in the cross-cultural space and how management of GVTs can resolve tensions and achieve effectiveness.

Assessment Strategy

The assessment of this course is based on the following requirements:

Two group assignments (20 % each)	40 %
Two reflective essays (20 % each)	40 %
Class participation	20 %

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.

Attendance is expected for the entirety of all class sessions. Students who do not attend 75% of the total class time will automatically receive a negative course grade. If students have scheduling conflicts, they must notify the lecturer at least 24 hours in advance. Absences that are not communicated with lecturers before the start of the session will not be excused. Consequently, any missed graded component in the respective session will result in a negative component grade.

Synchronization of learning outcomes and assessments:

- LO1: Group task / Course participation assessment / Individual Task
- LO2: Group task / Course participation assessment / Individual Task
- LO3: Course participation assessment / Individual Task
- LO4: Group task / Course participation assessment / Individual Task
- LO5: Course participation assessment

Study Material

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 accessed on the Moodle course website prior to the beginning of the course.

Compulsory reading

- Schneider, S. C., Barsoux, J.-L. & Stahl, G. K. (2014). *Managing across cultures*, 3rd edition. Harlow, England: Pearson. (Chapter 2: Discovering culture, pp. 27-44)
- Hofstede, G. (2011). *Dimensionalizing cultures: The Hofstede model in context*.
- Online Readings in Psychology and Culture, 2(1), pp. 1-26. <http://dx.doi.org/10.9707/2307-0919.1014> (pp. 9-16)
- Ferraro, G. & Briody, E. (2017). *The cultural dimension of global business* (Chapter 3: the non-verbal dimension)

267102, 267020 Negotiation Skills (M1 – Master Program 1st Year)

Seminar, 2.00 hours, 2.00 ECTS credits, Fall

Dates and Rooms to be announced in KUSSS

Lecturers

Dr. Stephan Klinger, Mag. Klenner-Auvillain Martina

Course Content including Goals

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), business managers 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.

In class we are going to proceed from simple negotiations that highly reflect student’s life (like “Getting into a class that is full”) to more complex multi-dimension negotiations with a broad range of parties and interests.

The final large-scale negotiation on day 3 will be co-taught together with an expert in Austrian politics.

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, strategies (distributive and competitive bargaining), construction of realities and types of negotiators.

Learning outcomes

On successful completion of this course, the students will be able to:

- LO1: Understand and analyze their personality as a negotiator and apply matching negotiations strategies and bargaining tactics. [self management, problem solving and reflection skills]
- LO2: Differentiate various negotiation and communication theories as well as skills to have them ready for application in real life situations. [relevant theory]
- LO3: Demonstrate analytical skills to reflect on ethics and the role of honesty in negotiations. [ethics and responsibility]
- LO4: Through the final negotiations and the interactions with an expert coming from managerial practice on day 3 of the course students will have applied their knowledge on a real world negotiation situation. [interactions with companies]

Assessment Strategy

Active participation in class and written contributions (preparation paper for final negotiation; individual final assignment) will be graded - Details will be announced in class.

LO 1 – 4: active participation and written assignments

Study Material

- Fisher, Ury (2012); Getting to Yes - Negotiating an agreement without giving in
- Berkel (2021); Learning to Negotiate, Cambridge Univ Press
- Plato; Apology
- (Other materials can be retrieved from Moodle and/or will be announced in class.)

267103, 267023 Team Development & Group Dynamics (M1 – Master Program 1st Year)

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

Dates and Rooms to be announced in KUSSS

Lecturer

Dr. Irina Mussner

Course Content including Goals

Teams are increasingly important in the business context. In order for teams to unfold their potential, consultants, supervisors, team heads and team members need to understand the pitfalls and success factors for high performing teams. This course provides indicative content on team development & group dynamics to deal with more or less challenging team situations as formal leaders and team members:

- Introduction to teams in organizations and team development (e.g. types of teams)
- Team composition (e.g. size, diversity)
- Team building (i.e. process, exercises)
- Team development (e.g. fostering cohesion, role clarification)
- Group phenomena (e.g. group think, Abilene paradox)
- Team decision-making (i.e. techniques and their impact)
- Team communication (e.g. active listening, creating an atmosphere for decentralized comm.)
- Conflict management (e.g. ladder of escalation, conflict dialogues, creating win-win situations)
- Team performance (i.e. methods for assessment and summary of influence factors)

Objectives

The course aims to:

- Introduce a range of tools for students to being able to create, build, manage and develop teams in organizations.
- Equip students with a sound understanding of the process of team building and team development in the business context.
- Provide students with a rigorous foundation and tools for analysis and managing of group processes. (e.g. group phenomena, communication, decision-making, conflict, performance management)

- Enable students to integrate theoretical concepts in social psychology and systems theory with practical application to team settings.

Learning outcomes

On successful completion of this course, the students will be able to:

- LO1: Analyze group processes based on theoretical models in systems theory and social psychology. [relevant theory/analytical]
- LO2: Apply the tools necessary to create, build, manage and develop teams in organizations. [business management/practical skills]
- LO3: Evaluate the performance of a (work) team and initiate appropriate team development processes. [business management/practical skills/analytical]
- LO4: Understand the impact of group phenomena on team performance. [reflection/social/practical].
- LO5: Apply different team decision making procedures based on the goal to improve team performance. [business management/practical skills/analytical]
- LO6: Recognize conflict in a team and address it according to its characteristics. [business management/practical/problem solving/social/self-management].
- LO7: Deal with diversity (e.g. cultural and/or professional background) by demonstrating their knowledge on communication, team building and team development. [social/intercultural].
- LO8: Reflect their own behaviour in teams through self-reflection exercises, questionnaires and peer feedback. [reflection/self-management].
- LO9: Improve their social skills through engaging in group dynamic exercises and working in a team throughout the course. [social/intercultural].

Assessment Strategy

Scoring system: The assessment strategy follows an adaptive learning design including motivational strategies.

A total of 100 points can be achieved in this course.

100% Attendance is required to successfully complete the course (only exception: medical certificate). Violation of ethical behaviour and plagiarism also leads to negative appraisal.

The range of assessment methods for the points distribution consists of:

- Self-evaluation of group work (not counted in points but amounts to course participation assessment)
- Peer feedback (not counted as points but amounts to course participation assessment)
- Active course participation (contribution to discussions and participation in team assignments (in class): 45 points)
- Team assignment (post-course): 40 points
- Individual reflection paper (post-course): 15 points

The assessment of each component follows a points system and the criteria for each task are specified. None of the tasks includes an exam and hence no multiple-choice questions.

Synchronization of learning outcomes and assessments:

- LO1: Team assignment (post-course) / Course participation assessment (conceptual input, case studies)
- LO2: Course participation assessment (action learning exercises)
- LO3: Course participation assessment (team reflection exercise)
- LO4: Team assignment (post-course) / Course participation assessment (conceptual input, case study, films, discussions)
- LO5: Team assignment (post-course) / Course participation assessment (observation exercise, action learning exercises)
- LO6: Team assignment (post-course) / Course participation assessment (conceptual input, case study, action learning exercise, reflection exercises)
- LO7: Team assignment (post-course) / Course participation assessment (conceptual input, case study, reflection of own experiences, reflection exercises)
- LO8: Course participation assessment (self-reflection, peer feedback, observation exercises)
- LO9: Team assignment (post-course) / Course participation assessment (self-evaluation, peer feedback, self-reflection)

Study Material

- Levi, Daniel & Askay, David (2020): Group Dynamics for Teams. Sage
- Griffith, Brian A. & Dunham, Ethan B. (2015): Working in Teams: Moving from High Potential to High Performance. Sage
- Glasl, Friedrich (1999): Confronting conflict. A first aid kit for handling conflict. Hawthorn Press Ltd.
- Robbins, S.P. & Judge, T.A. (2019): Organizational Behavior. Pearson
- Practice-oriented websites & recent papers provided by the lecturer & students in the seminars based on the students' special interests
- (Other materials can be retrieved from Moodle and/or will be announced in class.)

269064 Presentation and Moderation Skills

(M1 – Master Program 1st Year)

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

Dates and Rooms to be announced in KUSSS

Lecturers

Dr. Gerold Weiß, Assoz. Univ.-Prof. Mag. Dr. Ahu Genis-Gruber

Course Content including Goals

This course aims to provide a theoretical basics of professional business presentation preparations, conducting efficient presentations and combining with moderation skills. The course will emphasize the practical implications of efficient and effective presentation techniques in various environments. In the course different scenarios will be exercised and the adequate presentation technique will be given.

The course is divided into three parts:

- Presentation Technique Basics: The profound theoretical basics of management presentations, body language and moderation skills, Understanding and reading body postures and language
- Exercising different scenarios: Creating presentation skills with various topics and video analysis, Knowing different types of presenting various topics and increasing the ability to capture the audience attention
- Advanced Presentation and Moderation Techniques: Using different communication styles in various scenarios, moderating a presentation in a professional way and combining and distinguishing psychology, sociology and intercultural behaviours

Objectives

Students will understand the importance of an effective presentation by conducting various exercises in different forms.

- Equip students with a profound understanding of using adequate information and articulating the sentences in a presentation form, preparing striking presentation material, and conveying the appropriate message through an effective speech.
- Enhance and strengthen the personality of students towards becoming a critically thinking, self reflective, confident individual by building up a skill set of advanced presentation techniques.
- Provide students with a theoretical and practical foundation about presentation and moderation skills by using effective pitching methods.

Learning outcomes

On successful completion of this course, the students will be able to:

- LO1: Recall basic presentation and moderation skills, define and understand the importance of giving a professional business presentation (Business Management Qualification / Subject Knowledge)
- LO2: Discuss the role of emotions and body language in a presentation (Interdisciplinary Skills)
- LO3: Identify the importance of different audience perceptions and expectations (Intercultural Skills)
- LO4: Illustrate basic and advanced presentation and moderation skills and examine which ones to apply within the different scenarios (Analytical skills/ Self-Management Skills)

- LO5: Accurately make use of storytelling and persuading techniques in a business pitch (Social skills)
- LO6: Propose own sales, investors, coaster and elevator pitch and sales presentation and experiment with emotional selling, probing and evaluate the effectivity of own pitch (Problem solving and Reflection Skills)
- LO7: Critically analyze and evaluate which and how effective presentation and pitches are provided and getting feedback (Analytical skills / Social skills)
- LO8: Utilize effectively barrier handling techniques to identify psychological barriers for an effective presentation, decide how to overcome them and create a successful pitch. (Intercultural skills / Social Skills/ Self-Management Skills / Problem Solving Skills)

Assessment Strategy

There are different stages of assessment in the course: individual presentation with a prior preparation, group assignments and team presentation in concept of a sales pitch and individual presentations without a prior notice to demonstrate the ambivalent topics.

There are clear guidelines on the objective assessment of class participation demonstrating the importance of teamwork and team presentations.

The individual assessments in the course consist of 80% of the final grade.

A maximum of 100 points can be achieved in the seminar. To pass the seminar, students have to acquire at least a passing grade in the following assessment categories:

- 1.) Presentation of the chosen topic: structure, demonstration of competences concerning content and tools – 60 % individual effort
- 2.) Presentation of the chosen speech-topic – 20 % individual effort
- 3.) Sales Pitch – 20 % group effort
 - How to convince the audience
 - Preparation of the sales pitch, tools used
 - Presentation-Time: 3 Minutes max.

Minimum points for positive grading: 50 % of the total grade

Synchronization of learning outcomes and assessments:

- LO1: Individual task + Course participation assessment
- LO2: Individual task + Course participation assessment
- LO3: Group task + Peer Feedback / Course participation assessment
- LO3: Individual task + Peer Feedback / Course participation assessment
- LO4: Individual task + Presentation + Peer Feedback / Course participation assessment
- LO5: Individual task + Group task + Peer Feedback / Course participation assessment
- LO6: Group task + Peer Feedback / Course participation assessment / Self-evaluation
- LO7: Individual task + Peer Feedback / Course participation assessment
- LO8: Individual task + Peer Feedback / Course participation assessment

At the end of the course, the students will be able to differentiate the various presentation and moderation methods applied in various settings. The objectivity of presentation depends on demonstrating an enthusiasm in understanding and analysing the audience, delivering the adequate speech and achieving the expected content delivery of the speech. Using necessary and appropriate information and delivering an ad-hoc speech is exercised throughout the course.

Study Material

Related recent literature regarding the content of the course is suggested in the courses, however a compulsory list is not applicable to the course.

(Other materials can be retrieved from Moodle and/or will be announced in class.)

241057, 241061 Key Sales Skills and Sales Psychology (M1 – Master Program 1st Year)

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

Dates and Rooms to be announced in KUSSS

Lecturer

Kathrin Mayr, MA

Course Content including Goals

Mission statement:

Most graduates of business programs will start their careers in a sales or sales related roles or even in a sales organization. Therefore, acquiring sales skills is vital for everyone as selling products, services, ideas, and of course his/herself is important in every professional (and private) context.

General description:

Hence, this course aims at providing a profound theoretical basis of Sales Psychology including the effective application of basic and advanced sales techniques and Sales Management with a specific focus on relational sales approaches. The course will emphasize strongly on practical implications taking the role and view of sellers (employees), buyers and the management of sales into account. As part of sales and people management, a short overview about most important tasks and effective management tools on the basis of international, intercultural and remote settings will be provided.

Subject domains:

The course content is divided into five subject domains:

- 1)Sales Psychology: The inner and outer world of selling; sales process and after sales processes
- 2)Emotional Selling Approaches: The role of emotions while selling. Seller and buyer types.
- 3)Basic Sales Techniques: Persuading techniques, relationship and trust building, crystalizing and story telling
- 4)Advanced Sales Techniques: The sales talks and its specific stages; focus on pitch, COWMAN, 3 Level Probing, FAB, Barrier handling (TPV) and Closing
- 5)Introduction into sales management, people management, remote management: Sales funnel; KPI management; leadership and coaching skills; multi – cultural dimensions (focus on international standards)

International and ethical context:

The selling approaches and techniques are linked to international standards and cover internationally recognized and used strategies in the field. Within all subject domains ethical considerations will be outlined and discussed. Selling is not about manipulation but rather helping a consumer to take the right and best suitable buying decision.

Objectives

This course aims to:

- Introduce basic knowledge about the psychology behind selling and buying to students including a sales process in synchronization with the different buying stages of a buyer to students.
- Equip students with a profound understanding of the role of sales within profit organizations and the role emotions while selling and buying with the objective to identify seller and buyer types in the seller – buyer exchange process.
- Enhance and strengthen the personality of students towards becoming a critically thinking, self-reflective, confident sales person by building up a skill set of basic and advanced sales techniques.
- Provide students with a theoretical and practical foundation about sales funnel management and effective motivational people management taking remote and multicultural perspectives into account.
- Enable students to convert potential buyers into loyal customers integrating psychological concepts while applying sales techniques effectively in accordance with the identified emotional buyer type.

Learning outcomes

On successful completion of this course, the students will be able to:

- LO1: Recall basic sales terminologies, define what sales psychology is including the sales process and recall the role of sales in a profit organization. [Business Management Qualification | International Orientation – Practical skills]
- LO2: Discuss the role of emotions in the sales process. [Business Management Qualification – Practical skills – Social skills – Cognitive and Transferable Skills]
- LO3: Identify seller and buyer types in the sales conversation and defend your judgement. [Business Management Qualification – Practical skills – Social skills – Intellectual Skills]
- LO4: Illustrate basic and advanced sales skills and examine which ones to apply within the different stages in the sales process. [Business Management Qualification | International Orientation – Practical skills – Social skills]
- LO5: Accurately make use of trust and relationship building, story telling and persuading techniques in a sales conversation. [Business Management Qualification – Practical skills – Cognitive & Transferable Skills – Social skills]
- LO6: Propose your own sales pitch and sales presentation and experiment with emotional selling, probing and evaluate the effectivity of your sales talk. [Business Management Qualification – Practical skills – Social skills – Intellectual skills]
- LO7: Critically analyse and evaluate which and how effective sales techniques are applied by sellers and provide feedback. [Business Management Qualification | International Orientation – Practical skills – Social skills – Intellectual skills]
- LO8: Utilize effectively barrier handling techniques to identify barriers, decide how to overcome them and creatively create a successful closing tool in order to close a sale. [Business Management Qualification – Practical skills – Social skills – Intellectual skills]
- LO9: Discuss sales management and people management strategies and evaluate the same on the grounds of effective remote and intercultural components. [Business Management Qualification | International Orientation – Cognitive & Transferable skills – Practical skills – Social skills]

Assessment Strategy

The range of assessment methods for the points distribution consists of:

- Mandatory self-evaluation of group work and field task (not counted in points but amounts to field work assessment)
- Peer feedback (not counted as points but amounts to course participation assessment)
- Mandatory individual field work including reflection (max. 60 points)
- Individual assessment of course participation (max. 15 points - 3 for each class)
- Voluntary focus tasks after each session (max. 25 points - 5 for each class).

The assessment of each component follows a points system and the criteria for each task is specified: None of the tasks includes an exam and hence no multiple-choice questions.

For the seminar paper students can choose between two field tasks related to sales skills or sales management including guiding questions.

Synchronization of learning outcomes and assessments:

- LO1: Group task / Course participation assessment
- LO2: Group task / Course participation assessment
- LO3: Group task + Role Play + Peer Feedback / Course participation assessment / Focus task
- LO3: Group task + Role Play + Peer Feedback / Course participation assessment / Focus task
- LO4: Individual task + Presentation + Peer Feedback / Course participation assessment
- LO5: Individual task + Role Play + Peer Feedback / Course participation assessment / Focus task
- LO5: Role Play + Peer Feedback / Course participation assessment / Field task / Mandatory self-evaluation
- LO6: Individual task + Role Play + Peer Feedback / Course participation assessment / Focus task
- LO7: Group task + Debate / Course participation assessment / Focus task

Study Material

Compulsory reading:

Kotler, Philip; Armstrong, Gary; Opresnik, Marc Oliver (2021): Principles of marketing. 18e, global edition. Harlow England: Pearson. (Chapter 16) Kotler, Philip; Keller, Kevin Lane; Brady, Mairead; Goodman, Malcolm; Hansen, Torben (2019): Marketing management. 4th European edition. Harlow England: Pearson. (Chapter 11)

Supplementary Reading: Cravens, David W.; Le Meunier-FitzHugh, Kenneth; Piercy, Nigel F. (2011): The Oxford Handbook of Strategic Sales and Sales Management: Oxford University Press. (Chapter 15 and 18)

Recommendations: Interesting Journal articles Flattery Actually Works: A Dual Attitudes Perspective. In: Journal of Marketing Research 47 (1), S. 122–133. DOI: 10.1509/jmkr.47.1.122. Rejection Increases Aspiring Consumers' Desire for the Brand. In: J Consum Res 41 (3), S. 590–609. DOI: 10.1086/676980.

Sales and people management Blanchard, Ken; Johnson, Spencer (2015): The new one minute manager. First edition. New York: William Morrow. Goleman, Daniel (2011): HBR's 10 must reads on managing people. Featuring "Leadership that gets results" by Daniel Goleman. In: Harvard business review.

Personal development – becoming a sales person Keller, Gary; Papasan, Jay (2019): The One Thing: The Surprisingly Simple Truth Behind Extraordinary Results. Stephen, R. Covey (2004): The 7 habits of highly effective people. Powerful lessons in personal change. London: Simon & Schuster Dale Carnegie (1998): How to win friends and influence people. New York: Pocket Books

Competence Area – Marketing Management in a Digital World

241017 International Marketing Communications and Social Media (M2 MK – Master Program 2nd Year)

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

Dates and Rooms to be announced in KUSSS

Entry requirements

6 ECTS Marketing Management at master level (no bachelor courses)

Lecturer

Assoz. Univ.-Prof. Dr. Katharina Hofer, Mag. Michael Jungwirth

Course Content including Goals

Indicative content in the context of international communication and social media includes:

- Introduction to foundations of the global strategic communication process
- Understanding the environmental context of international markets, e.g. factors influencing communication in the home country environment and host country environment
- Working on communication decisions, e.g. communicating value, target groups, standardization of advertising messages and communication channels
- Discussion of foundations of social media marketing, e.g. shift from seller to buyer initiative
- Working on social media tools and their application in business practice
- Employing interactive market communication in an international context

Objectives

- The students will understand the concepts of marketing underlying international communication and use of social media.
- The students will have with a sound understanding of the differences between traditional marketing approaches and social media marketing.
- The students will be equipped with a rigorous foundation and tools for analysis and understanding the core decisions that have to be made in the international strategic communication process.
- Students are enabled to integrate theoretical concepts and models in communication strategy with practical application to business situations.

Learning outcomes

On successful completion of this course, the students will be able to:

- LO1: Appreciate the scope and character of communication in international markets. [subject knowledge]
- LO2: Synthesize knowledge of communication strategy and tactics and apply concepts to international case studies. [cognitive/analytical]
- LO3: Critically evaluate traditional and social media approaches to communication. [cognitive/analytical]
- LO4: Accurately identify and apply relevant theory to global communication within a specific context. [cognitive/analytical]
- LO5: Apply decision making skills related to international communication. [professional/practical skills]
- LO6: Demonstrate the ability to formulate and present a concise global communication strategy which exposes issues logically and coherently. [transferable skills]

Assessment Strategy

- Participation in class through active contributions and presentation of a social media tool (weighted 25%)
- Presentation and report of a global communication strategy and defending the strategy during in-class discussion (weighted 75%)
- Grading scale from 1 (very good), 2 (good), satisfactory (3), sufficient (4) to fail (5)
- All parts of the assessment have to be positive in order to pass the course
- Feedback session for individual feedback from the lecturer available the end of the seminar
- Peer evaluation at the end of the course
- All students have to be able to demonstrate and make clearly identifiable their individual contributions to group work.
- Free riding behaviour is not accepted, leading to downgrading or exclusion from the course
- Plagiarism is not accepted. Regular plagiarism checks are performed.

Synchronization of learning outcomes and assessments

- LO1: Group work and participation assessment
- LO2: Group work and participation assessment
- LO3: In-class discussion
- LO4: Group report and feedback on presentation
- LO5: Group report and feedback on presentation
- LO6: Group report and individual feedback

Study Material

- Hollensen, Svend (2017): Global Marketing. Pearson.
- Tuten, Tracy L. (2021): Social Media Marketing. Sage.
- Berthon, Pierre R. et al. (2012): Marketing meets Web 2.0, social media, and creative consumers: Implications for international marketing strategy. Business Horizons 55(3), 261-271.
- Johnston, Wesley J. (2018): Behavioral Implications of International Social Media Advertising: An Investigation Of Intervening and Contingency Factors. Journal of International Marketing 26(2), 43-61.
- Kotler, Philip, Keller, Kevin Lane, Chernev, Alexander (2022): Marketing Management. Global/16th Edition. Person: Harlow (England).
- Other materials can be retrieved from Moodle and/or will be announced in class.

241012 International Marketing Management (M2 MK – Master Program 2nd Year)

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

Dates and Rooms to be announced in KUSSS

Entry requirements

6 ECTS Marketing Management at master level (no bachelor courses)

Lecturer

Assoz. Univ.-Prof. Dr. Katharina Hofer

Course Content including Goals

Indicative content includes:

- Exploring the strategic marketing management process in a global context, e.g. influential factors of the environment
- Understanding global markets and customers, e.g. international customer segmentation
- Investigating international market entry strategies, e.g. exporting strategies, joint ventures, foreign direct investment
- Working in the implementation of the strategic marketing process through the marketing mix
- Introduction to international price decisions, e.g. price escalation, grey markets
- Discussing channel decisions, e.g. omnichannel and multichannel management
- Working on international product decisions, e.g. product innovation

Objectives

- Students will be introduced to a range of global marketing management issues pertinent to understanding how a firm needs to act in a dynamic environment.
- Students will be equipped with a sound understanding of the marketing management process for developing strategies for different international market environments.
- Students will be provided with a rigorous foundation and tools for analysis for international markets.
- Students will be able to identify international market conditions and challenges for marketing mix strategies.
- Students will be able to integrate theoretical concepts and models from the literature with practical business applications.

Learning outcomes

On successful completion of this course, the students will be able to:

- LO1: Appreciate the scope and character of marketing in dynamic international markets. [subject knowledge]
- LO2: Synthesize knowledge of marketing strategy, marketing operations and tactics and apply concepts to international cases. [cognitive/analytical]
- LO3: Accurately identify and apply relevant theory within specific international contexts. [cognitive/analytical]
- LO4: Discuss and evaluate issues of firms' social responsibility in the context of global marketing management. [cognitive/analytical]
- LO5: Demonstrate the ability to formulate and present a concise approach which exposes concepts and solutions logically and coherently. [transferable skills]

Assessment Strategy

- Participation in class through attendance and active contributions (weighted 15%)
- Presentation and report of a group project on one international marketing management topic including theoretical perspective and company analysis based on up-to-date literature (weighted 60%)
- Individual paper reflecting the state of the art in CSR research in the global context (weighted 25%)
- Grading scale from 1 (very good), 2 (good), satisfactory (3), sufficient (4) to fail (5)
- All parts of the assessment have to be positive in order to pass the course
- Feedback session for individual feedback from the lecturer available the end of the seminar
- Peer evaluation at the end of the course
- All students have to be able to demonstrate and make clearly identifiable their individual contributions to group work.
- Free riding behavior is not accepted, leading to downgrading or exclusion from the course
- Plagiarism is not accepted. Regular plagiarism checks are performed.

Synchronization of learning outcomes and assessments

- LO1: Presentation by the lecturer and group work
- LO2: Group work and participation assessment
- LO3: Group report and feedback on presentation
- LO4: Individual report and assessment
- LO5: Group report and feedback on presentation and in-class discussion.

Study Material

- Hollensen, Svend (2017). Global Marketing, 7th ed. Harlow: Pearson Education.
- Cavusgil, S. Tamer, Knight, Gary, and Riesenberger, John (2017): International Business – The New Realities. 4th ed., Harlow: Pearson Education.
- Ghauri, Pervez N., and Cateora, P. (2014), International Marketing, 4th ed. Maidenhead: McGraw Hill Education.
- Kotler, Philip, Keller, Kevin Lane, Chernev, Alexander (2022): Marketing Management. Global/16th Edition. Person: Harlow (England).
- Varying up-to-date articles from academic marketing and international business journals.
- Other materials can be retrieved from Moodle and/or will be announced in class.

241014 Contemporary Issues in Marketing Management

(M2 MK – Master Program 2nd Year)

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

Dates and Rooms to be announced in KUSSS

Lecturer

Teresa Schwendtner, MSc.

Course Content including Goals

The course focuses on contemporary issues in marketing and their application in practice. Overall, it makes the critical connection between business and marketing strategy as well as strategic and operational dimensions. Throughout the different stages of the course students are exposed to a real-life case and empirically evaluate contemporary issues through constructing, collecting, analysing and interpreting primary data (qualitative and quantitative research methods). As an outcome of this evaluation students propose ways on how to deploy marketing research to develop, communicate and deliver improved value propositions related to particular case settings.

Objectives

This course aims to:

- Introduce a range of contemporary marketing management issues pertinent to understanding how different elements of a business fit together to create a coherent organization and an effective marketing strategy.
- Equip students with a sound understanding of the process of implementing sets of marketing research techniques.
- Provide students with a rigorous foundation and tools for analysis and understanding the core decisions that have to be made in marketing.
- Enable students to integrate theoretical concepts and models in strategy and marketing with practical application to business situations.

Learning outcomes:

On successful completion of this course, the students will be able to:

- LO1: Appreciate the scope and character of marketing in today's dynamic markets [subject knowledge].
- LO2: Synthesize knowledge of how to employ marketing research techniques in a real-life case setting [cognitive/analytical].
- LO3: Accurately identify and apply relevant theory within different sector specific contexts [cognitive/analytical]
- LO4: Critically evaluate various marketing research techniques applications within a specific context [cognitive/analytical]
- LO5: Apply decision making skills related to marketing research techniques [professional/practical skills]
- LO6: Discuss and evaluate various marketing research techniques applications [professional/Practical skills]

- LO7: Analyze key drivers affecting the use of marketing research techniques in general [professional/practical skills]
- LO8: Demonstrate the ability to formulate and present a concise, insightful analysis which exposes issues logically and coherently [transferable skills]

Assessment Strategy

Exam

- Main and re-try Exam (one of the two exams must be positive in order to pass the course)
- 45 min length
- Multiple Choice Questions
- Examination Literature: Set of Slides AND Saunders, M., Lewis, P. & Thornhill, A. (2019). Research Methods for Business Students, (7th edition)

Interactive Component: The assessment strategy is designed to provide students with a practical opportunity to apply theoretical concepts of marketing research and demonstrate their theoretical and practical understanding associated with contemporary issues in marketing.

- Groupwork (about 3 students) – allocation is based on the research topics (students can select topic of their choice)
- Scope: 1,500 words per student (\pm 10%; excl. references & appendix)
- Submission: via Moodle (PDF)

The assignment enables students to:

- Apply relevant consumer behavior, marketing and management concepts and theories in describing and examining the selected real-life case
- Critically and insightfully analyze the operational effectiveness of the marketing instruments
- Apply theoretical knowledge in research methods to practical examples and
- Prepare and present management report that facilitates the construction and management of a specific application

Formative assessment and feedback will be provided in tutorials as part of group discussions and presentations, i.e. verbal feedback which informs the final summative assessment. During the presentations of preliminary results, the students receive feedback from the course instructors and colleagues, which must be included for the next presentation. As part of the assignment development process, students will be given indications of achievement on five-point scales between poor and strong; one for each of the assessment criteria published with the brief in week one. This will be supplemented by qualitative feedback. Lastly, a summary statement of generic feedback and group performance will be supplied to assist the student in reflecting on their own individual performance relative to that of peers.

Exam (MC-Questions): 51% Interactive Component: 40% Attendance and Working during Lectures: 9%

Synchronization of learning outcomes and assessments:

LO1: Individual task / Course participation / Exam

LO2: Group task / Peer Feedback / Course participation / Exam / Interactive Component

LO3: Group task / Peer Feedback / Course participation / Exam / Interactive Component

LO4: Group task / Peer Feedback / Course participation / Exam / Interactive Component

LO5: Individual task / Course participation / Interactive Component / Group Presentation

LO6: Individual task / Course participation / Interactive Component / Group Presentation / Project Report

LO7: Course participation / Interactive Component / Group Presentation / Project Report

LO8: Course participation / Interactive Component / Group Presentation / Project Report

Study Material

Compulsory reading:

- Set of Slides
- Saunders, M., Lewis, P. & Thornhill, A. (2019). Research Methods for Business Students, (7th edition)

Supplementary Readings:

- Field, A. (2017). Discovering Statistics Using IBM SPSS Statistics (5th Edition)
- Kotler, P., Keller, K., Brady, M., Goodman, M. & Hansen, T (2019). Marketing Management, (4th edition)
- Details of relevant journal articles and useful web sites will be provided throughout the teaching of the Course.

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

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

Dates and Rooms to be announced in KUSSS

Entry requirements

KS Marketing Management (6 ECTS) OR KS Introduction to Marketing Management (6ECTS) (no bachelor courses)

Lecturer

a. Univ.-Prof. Dr. Thomas Werani

Course Content including Goals

Students are supposed to acquire the ability to deal with the specific conditions of marketing decisions in business-to-business (B2B) markets by means of the value-based marketing approach. Based on a critical reflection of state of the art literature, that is supported by the instructor's input and class discussions, and by developing, presenting and discussing a case study solution, students acquire the necessary analytical capabilities to successfully solve practical B2B marketing problems.

- Introduction to B2B marketing: scope, relevance, and characteristics
- Organizational buying, e.g. formation of the buying center, individual behavior of the buying center members, structure of the buying center, group decisions
- The value concept as cornerstone of B2B marketing, e.g. value concept, fundamental principles of value, value maximization, process of value based B2B marketing
- Managing customer benefit, e.g. identification of customer benefit, benefit-based customer segmentation, customer assessment and prioritization
- Price management, e.g. importance of price management, price goals, price analyses, price finding approaches
- Development, presentation, and discussion of a case study solution (group work)

Objectives

- Introduce students to the value-based marketing approach in B2B markets
- Equip students with the ability to deal with the specific conditions of marketing decisions in B2B markets by means of the value-based marketing approach
- Provide students with the necessary analytical capabilities to successfully solve practical B2B marketing problems
- Guide students to a critical reflection of the state-of-the-art literature

Learning outcomes

On successful completion of this seminar, the students will be able to:

- LO1: Demonstrate the specific conditions of marketing decisions in B2B markets. [subject knowledge]
- LO2: Outline the pillars of the value-based marketing approach. [subject knowledge]
- LO3: Critically evaluate state of the art B2B concepts. [intellectual/cognitive]
- LO4: Apply the value-based marketing approach and analyze real world B2B marketing problems. [cognitive/transferable]
- LO5: Develop solutions for real world B2B marketing problems. [cognitive/transferable]
- LO6: Demonstrate the ability to formulate and present insightful analysis and to defend the developed solution. [cognitive/transferable]

Assessment Strategy

- Exam/re-exam with open-ended questions (40%) – 50% of total points necessary to reach a passing exam grade (4) and to proceed with the seminar's case study part. The exam refers to (a) the ability to critically reflect the readings and (b) to testing the knowledge acquired during classroom time.
- Participation in class discussions (10%). Since the seminar adopts the flipped classroom logic, the level of activity in class discussions is assessed.
- Quality of case study solution (40%). Quality is assessed on the basis of (a) the ability to interlace the solution with the seminar learnings, (b) the ability to integrate data provided in the case into analyses and argumentation, (c) the ability to develop a feasible solution, and (d) the ability to develop a well-argued solution.
- Case study presentation and discussion (10%). This assessment category refers to the ability to adequately present and defend the problem solution.

For an overall passing grade (4), in each of the four assessment categories, a passing grade (4) has to be reached. The overall seminar grade is calculated as weighted average of the grades of the four assessment categories (rounded to whole numbers).

Synchronization of learning outcomes and assessments:

- LO1: Exam/re-exam + participation in class discussions
- LO2: Exam/re-exam + participation in class discussions
- LO3: Exam/re-exam + participation in class discussions
- LO4: Quality of case study solution
- LO5: Quality of case study solution
- LO6: Quality of case study solution + case study presentation and discussion

Study Material

- Base literature: Kotler, Philip/Keller, Kevin Lane/Chernev, Alexander (2022): Marketing Management. 16th Global Ed. Pearson: Harlow
- Supportive literature: Werani, Thomas (2012): Business-to-Business-Marketing: Ein wertbasierter Ansatz. Kohlhammer: Stuttgart
- Readings package (journal articles, book chapters)
- Presentation slides
- Case study text

(The relevant materials can be retrieved from KUSSS)

241015 Consumer Insights and Relationship Marketing (M2 MK – Master Program 2nd Year)

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

Dates and Rooms to be announced in KUSSS

Entry requirements

6 ECTS Marketing Management at master level (no bachelor courses)

Lecturer

Dr. Arne Floh

Course Content including Goals

The strategic management of customer relationships is a critical activity of all enterprises. Organizations have learned that building and maintaining relationships with their customers is usually more important and profitable than customer acquisition. Hence, this course aims to advance the role of Customer Relationship Marketing and Customer Insights in an overall business strategy, as well as in the marketing mix. Particular focus is given on the topic of analytics of customer relationships. The course can be divided as follows:

Part 1: Fundamentals of relationship marketing: Models and approaches to RM

Part 2: Customer insights, Customer segmentation and targeting

Part 3: Managing customer relationships: Loyalty, retention and churn, role of customer service and quality, customer lifetime value

Part 4: Relationship marketing in the digital age: Social Media (analytics), Brand funnel, customer journey

The learning and teaching strategy is designed to develop knowledge and understanding in both theoretical and practical perspectives. The course leader will use the latest technology and stretch on the usage of digital didactic tools. The content will be presented by the course leader as well as interactively as a team along with the students.

The course follows an application and problem based pedagogical approach. It includes:

Formal lectures

- In-class group work and discussions
- Individual assignments
- Peer rating
- Self-reflection

Objectives

This course aims to:

- Cover the key concepts of RM and CRM and related topics, including services marketing, and focuses on a case study, problem solving approach and aims to:
- Enable current and future managers and in particular, Marketing Managers to be able to understand and successfully implement key elements of a RM and CRM strategy so that small, medium and large organizations can flourish and gain competitive advantage.
- Provide students with a theoretical and practical knowledge of the concept and process of customer relationship management based on the economics of undertaking a strategic approach to RM.
- Examine and critically analyze key concepts of RM such as: Customer retention, churn, customer analysis, targeting, acquisition; developing a dialogue with customers' through customer loyalty; lifetime value with a view to increased profitability and sustainability.

Learning outcomes

On successful completion of this course, the students will be able to:

- LO1: Appreciate the scope and character of relationship marketing in today's dynamic markets. [subject knowledge skills]
- LO2: Synthesize knowledge of relationship marketing strategy, relationship marketing operations and analytics and apply concepts to national and international case studies. [transferable and cognitive/analytical skills]
- LO3: Demonstrate the ability to formulate and present a concise relationship marketing report. [professional/practical skills]

Assessment Strategy

The assessment strategy follows an adaptive learning design including motivational strategies. It includes:

- Participation and engagement in class discussions (max. 5 points each class)
- Online quiz (max. 5 points each class)
- Individual coursework (50 points)
- Peer rating (10 points)
- Self-reflection (10 points)

Synchronization of learning outcomes and assessments:

- LO1: Course participation, Online Quiz
- LO2: Course participation, Individual Assignment
- LO3: Individual Assignment

Study Material

Compulsory reading:

A set of relevant journal articles and useful web sites will be provided on Moodle.

Supplementary Reading:

- Fader, P., Hardie, B. G., & Ross, M. (2022): The Customer-Base Audit, University of Pennsylvania Press.
- Kumar, V. & Reinartz R. (2018): Customer Relationship Management, Springer.
- Palmatier, R. W. & Steinhoff L. (2019): Relationship Marketing in the Digital Age, Routledge.

Other materials can be retrieved from Moodle and/or will be announced in class.

Competence Area – Digital Transformation: Leadership, Human Resource Management and Change

267114 Digital Transformation: Continuous Change & Ambidexterity (M2 HR – Master Program 2nd Year)

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

Dates and Rooms to be announced in KUSSS

Entry requirements

6 ECTS Leadership, Human Resource Management, and Change at master level (no bachelor courses)

Lecturer

Fabrizio Montanari, PhD

Course Content including Goals

This course provides a comprehensive introduction into the intricacies of incumbent adaptation to technological change. Upon successful completion of this course, students will possess advanced knowledge of the nature and dynamics of technological changes and their impact of established firms. The course focuses on the various factors that impede incumbent adaptation but also discusses how firms can overcome these inertial forces and successfully navigate through turbulent and discontinuous times. As such, students will get acquainted with the concept of ambidexterity which refers to a firm's capacity to simultaneously explore and exploit, and the ability to implement both incremental and revolutionary change. While the course considers the general challenges and solutions of incumbent adaptation to shifting environmental conditions, it particularly focuses on the nascent digital transformation and how established firms can master it.

Objectives

This course aims to:

- Provide students with a sound understanding of the nature and dynamics of technological changes and their impact on firms' resources and capabilities.
- Equip students with knowledge on different sources of inertia, including organizational path dependence, commitments to customers, and resource allocation mechanisms, as well as managerial cognition and identity.
- Acquaint students with the concept of ambidexterity and the different approaches and pathways of how firms can become ambidextrous and balance exploration and exploitation over time.
- Qualify student to reflect on and integrate different theoretical perspectives in order to analyze real-life cases and eventually make well-considered recommendations for action.

Learning outcomes

On successful completion of this course, the students will be able to:

- LO1: Classify technological changes and their different impact on incumbent firms.
- LO2: Compare different factors and the underlying theoretical mechanisms that impede adaptation.

- LO3: Evaluate the suitability of different ambidexterity approaches and other strategic levers that can be used to facilitate change and renewal.
- LO4: Develop theoretically founded suggestions how firms can counteract organizational inertia, balance exploration and exploitation, and effectively respond to changes in the external business environment.
- LO5: Demonstrate the ability to analyze complex cases of companies from different industries and subsequently formulate and present concise, well-considered recommendations for action.
- LO6: Discuss current research papers on incumbent inertia and ambidexterity and connect them to existing concepts and theories.

Assessment Strategy

Individual term paper of approx. 6000 words: 70% (max. 70 points)
 Students in-class participation: 30% (max. 30 points)

For the term paper students need to write a in-depth cases analysis. They are required to analyze the situation using theoretical concepts of the course and develop a comprehensive strategic recommendation. Attendance is mandatory for the entire duration of the seminar. It is expected that students actively prepare for each session by reading the assigned cases as well as articles and book chapters.

Synchronization of learning outcomes and assessments:

- L01: Term paper
- L02: Term paper
- L03: Course participation assessment
- L04: Term paper | Course participation
- L05: Term paper | Course participation
- L06: Course participation assessment

Study Material

The relevant materials can be retrieved from Moodle and/or will be announced in class.

267112 Digital Transformation: Managing Change (M2 HR – Master Program 2nd Year)

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

Dates and Rooms to be announced in KUSSS

Entry requirements

KS Advances in Leadership, Human Resource Management, and Change (6 ECTS) at master level (no bachelor courses)

Lecturer

Prof. Dr. Rupert Hasenzagl

Course Content including Goals

This course aims at providing a profound theoretical basis of Change Management, including the effects of digitalization on organizations.

- Digitization, digitalization and digital transformation
- different theoretical concepts (paradigms) about management and organizational change
- paradigms and the ideological foundation of recent management fads
- different roles of management in change projects
- consulting approaches
- change concepts

Objectives

This course aims to:

- Analyzing experiences with IT (digitalization) and change projects.
- Contemporary literature.
- Role of business and management fads.
- Theoretical concepts as foundation for change concepts.

Learning outcomes

On successful completion of this course, the students will be able to:

- LO1: Reflect on digitization, digitalization and the importance of organizational change (digital transformation).
- LO2: Compare theoretical concepts (paradigms) about organizations, groups and individuals and learn to apply these concepts in the context of change.
- LO3: Analyze the paradigms and the ideological foundation of recent management fads.
- LO4: Evaluate different consulting approaches and the consultant assignment in digitalization and digital transformation projects.
- LO5: Create change concepts for digitalization and digital transformation projects.

Assessment Strategy

The assessment strategy follows an adaptive learning design including motivational strategies. A total of 100 points can be achieved in this course.

Range of assessment methods:

The range of assessment methods for the points distribution consists of:

- Evaluation of group work and presentations (40 points) (LO2, LO3)
- Individual assessment of course participation (20 points) (LO1 – LO5)
- Reflection paper after course (40 points) (LO1- LO5)

The code of ethics for all tasks:

- Appreciate and respect each other
- Work together
- learn from each other
- Discuss together

Study Material

Compulsory reading;

Analyzing concerning paradigms and presentation:

Robertson, B. J. (2015). *Holacracy - The Revolutionary Management System That Abolishes Hierarchy*. Penguin

Supplementary Reading:

Hasenzagl, R. (2020): *Management als Profession*. Schäffer Poeschel (translated parts)

267113 Human Resource Architectures and Management (M2 HR – Master Program 2nd Year)

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

Dates and Rooms to be announced in KUSSS

Entry requirements

KS Advances in Leadership, Human Resource Management, and Change (6 ECTS) at master level (no bachelor courses)

Lecturer

Mag. Verena Prandstötter

Course Content including Goals

- Human Resource Management (HRM) in all aspects alongside the HR life cycle
 - recruiting,
 - onboarding & socialization,
 - talent management,
 - personnel development and performance appraisals
 - compensation and benefits management
 - global mobility management
 - outplacement and leaving
- Success Factors of HRM
- Defining HR Strategies
- Executing efficient HR processes and procedures
- Implementing HR tools

Objectives

This course aims to:

- Understanding the challenges of designing and managing HR Architectures strategically and becoming able to analyze the fit of HR practices.
- Understanding the basics of various key activities of Human Resource Management (HRM) such as recruiting, staff induction, performance appraisal, compensation & rewards, and development.
- Understanding the leadership challenges of HRM.

Learning outcomes

On successful completion of this course, the students will be able to:

- LO1: Gain knowledge about all relevant HR processes in organizations along the HR life cycle (recruiting, onboarding & socialization, talent management, personnel development, compensation and benefits management, exit).
- LO2: Define HR strategies in organizations.
- LO3: Examine the components of modern HR work (based on the business partner model by Dave Allen).
- LO4: Identify HR success factors in organizations.
- LO5: Evaluate the roles of management and HR in organizations as well as the contribution of HR to the company's success.
- LO6: Implement effective HR tools in organizations.
- LO7: Apply theories learned in practice.

Assessment Strategy

Two major components: exam and group work (literature review).

Exam:

- minimum 51 points (out of 100) need to be achieved for a positive grade
- Basis: slides, group presentations, recommended reading
- 50 % of overall grade

Literature review:

- in groups of 4-5
- 15 pages literature review (deadline for LR is exam date)
- 15 minutes presentation for each group (should be focusing more on practical cases/examples from companies; please prepare a power point presentation to visualize; will be shared with whole group)
- 50 % of overall grade (25 % LR, 25 % presentation)

Study Material

- Human Resource Management by Gary Dessler

- HR Competencies: Mastery at the Intersection of People and Business by Dave Ulrich, Wayne Brockbank, Dani Johnson, Kurt Sandholtz, Jon Younger
- (Other materials can be retrieved from Moodle and/or will be announced in class)

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

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

Dates and Rooms to be announced in KUSSS

Entry requirements

6 ECTS Leadership, Human Resource Management, and Change at master level (no bachelor courses)

Lecturer

Assoz. Univ.-Prof. Dr. Barbara Müller-Christensen

Course Content including Goals

The aim of the interactive seminar “Leaders, Groups and their Organizational Environment” is to reflect on experiences and theories in the field of leadership in order to develop highly relevant leadership competences, such as cognitive and analytical skills to understand the complexity of leadership, personal and social skills to deal with emotional challenges associated with such situations, and reflective skills to support their responsible decision making.

In specific the course addresses the following topics:

- The meaning of leadership based on contemporary leadership theories
- The role of leadership behavior and the tasks of leaders (managers) within groups and organizations as complex social systems
- Leadership challenges based on motivation, communication, conflict, organizational design, etc
- Leadership development

Objectives

This course aims to:

- Comprehensively understand, differentiate and evaluate concepts of leadership (theoretically as well as practically).
- Critically reflect on the potential pitfalls of classical leadership theories and societal ideals.
- Experience the complexities of leadership, analyse and reflect on these experiences against the background of theoretical concepts.
- Learn about, experience and reflect on possibilities of leadership (self) development.
- Collect and analyse real-life leadership challenges and derive implications on decision making.

Learning outcomes

On successful completion of this course, the students will be able to:

- LO1: Accurately identify, evaluate and apply relevant leadership theory on complex group and organizational contexts. [cognitive/analytical]
- LO2: Understand and experience how to develop and use social skills related to leadership and teamwork. [social skills]
- LO3: Develop decision-making skills related to complex leadership challenges. [professional/practical skills]
- LO4: Demonstrate the ability to formulate, present and discuss a concise, insightful analysis of real-life challenges that presents leadership issues in a comprehensive, coherent and reflexive manner. [transferable skills]
- LO5: Develop in their self-image as critically reflective and responsible leaders. [reflexive skills]

Assessment Strategy

1. **Attendance** is required at all times (active participation)
2. Individual assignments:
I1: **Individual reflection report** based on experiences in the course against the background of provided readings (20%)
I2: **Collecting cases**: Interviews with leaders and their main leadership challenges (5%)
3. Group assignments:
G1: **Written case study work** (analysis of a real-life case "leadership challenges") (50%)
G2: **Case presentation and discussion** (including the design and performance of an interactive workshop) (25%)

Reflection of learning outcomes in the assessment and teaching methods:

LO1: esp. through individual reflection report (I1) / written case study group work (G1) / participation in exercises, role plays, etc. and its subsequent discussion

LO2: esp. through collecting cases (I2) / case presentation and discussion (G2) / participation in exercises, role plays, etc. and its subsequent discussion

LO3: esp. through collecting cases (I2) / case study work (G1) / participation in exercises, role plays, etc. and its subsequent discussion

LO4: esp. through case study work (G1) / case presentation (G2) / participation in exercises, role plays, etc. and its subsequent discussion

LO5: esp. through individual reflection report (I1) / case presentation and discussion (G2) / participation in exercises, role plays, etc. and its subsequent discussion

Study Material

The study and reading material aims to offer a balanced selection of classical, critical, scientific, and practitioner literature as well as related video material.

Selected Chapters of

- Alvesson, M.; Blom, M., & Sveningsson, S. (2017): *Reflexive Leadership. Organising in an Imperfect World*. Sage.
- Yukl, G. (2013): *Leadership in Organizations*. 8th Edition. Pearson.

Articles

- Goleman, D. (2017): *Leadership that gets results* (Harvard Business Review Classics). Harvard Business Press.
- Hammond, M., Clapp-Smith, R., & Palanski, M. (2017): *Beyond (just) the workplace: A theory of leader development across multiple domains*. *Academy of Management Review*, 42(3), 481-498.
- Mintzberg, H. (1990): *Manager's job: Folklore and fact*. *Harvard Business Review*.
- Nobel, C (2012): *The power of conversational leadership*. HBS Working Knowledge: Research & Ideas.
- Schweiger, S., Müller, B., & Güttel, W. H. (2020): *Barriers to leadership development: Why is it so difficult to abandon the hero?* *Leadership*, 16(4), 411-433.
- Tourish D (2014): *Leadership, more or less? A processual, communication perspective on the role of agency in leadership theory*. *Leadership* 10(1), 79–98
- Uhl-Bien, M., & Arena, M. (2018): *Leadership for organizational adaptability: A theoretical synthesis and integrative framework*. *The Leadership Quarterly*, 29(1), 89-104.
- Further readings based on the specifics of the business cases.

Video Material:

- On different levels of listening: <https://www.youtube.com/watch?v=eLfXpRkVZaI>
- On the self-concept as a leader: <https://hbr.org/podcast/2017/08/why-everyone-should-see-themselves-as-a-leader>
- On reflexivity and reflexive practice: <https://www.youtube.com/watch?v=eJkK0E2gwU0>
- On authenticity and what it "really" means <https://ideas.ted.com/yes-good-leaders-are-authentic-leaders-but-heres-what-that-actually-means/>

Competence Area – Strategic and International Management in a Digital World

247030 Global Strategic Management (M2 SM – Master Program 2nd Year)

Seminar, 2.00 hours, 3.00 ECTS credits

Dates and Rooms to be announced in KUSSS

Entry requirements

6 ECTS Strategic and International Management at master level (no bachelor courses)

Lecturer

Dr. Zulaicha Parastuty, MSc

Course Content including Goals

Indicative content in the context of strategic management in an international environment

- Job profile & skills set required for the position of a global strategic manager
- Drivers of globalization (trends / industries becoming global vs. local)
- Strategic advantages to build your strategy on (company-specific & firm-specific)
- Types of Internationalization strategies & how to implement them
- Market selection, establishing company-fit
- Type of market entry, risk vs. control
- Ethical aspects in going global, global value chain
- Cross-cultural management
- Differences in strategies depending on company type (e.g. born globals, ...)
- Practical case studies, dealing with dilemmas, solving real-world problems
- Strategy execution & implementation
- Subsidiary management & motivation
- Global learning, learning from failures
- Global mindset, critical thinking, growth mindset

Objectives

This course aims to:

- Equip students with a sound understanding of the process of how to draft, execute and evaluate internationalization strategies in different industry settings.
- Provide students with a thorough foundation and tools for analysis and understanding the core decisions that have to be made in global strategic management.
- Enable students to integrate theoretical concepts and models in global strategy with practical application to business situations.
- Challenge students to leave their comfort zone, gain self-confidence by peer feedback and familiarize them in dealing with unexpected situations.
- Foster the exchange of university students with various experts from the real business world, allowing them to grow their network, get acquainted with proven practices and learn about key skills needed in aligned job profiles.

Learning outcomes

On successful completion of this course, the students will be able to:

- LO1: Discuss and evaluate social and ethical issues relating to global strategic management. [cognitive/analytical]
- LO2: Accurately identify and apply relevant theory within different sector specific contexts. [cognitive/analytical]
- LO3: Apply decision making skills related to global strategic management. [professional/practical skills]
- LO4: Demonstrate the ability to formulate and present a concise, insightful analysis of real-life business problems in the global strategy context. [transferable skills]
- LO5: Develop a growth mindset and critical thinking skills. [transferable skills/social skills]

Assessment Strategy

- Written examination (Individual work)
 - 60 points
 - All materials provided (written or oral) are relevant for the examination
 - Case studies (Group work)
 - 30 points
 - Case study 1: results will be presented & discussed in class
 - Case study 2: will be handed-in in form of a video + written elaboration
 - Seminar attendance & participation (Individual work)
 - 10 points
 - Students who do not attend 80% of the total class time will automatically receive a negative course grade
 - Participation measured according to level of engagement in seminar exercises and questions posed during the seminar
 - Plagiarism will strictly lead to negative grading of the affected individual
 - There will be no multiple-choice questions in any assessment method
 - Detailed feedback on personal performance can be inquired from the lecturer at the end of the seminar
- Synchronization of learning outcomes and assessments

- LO1: Written examination, case studies (film discussions, case studies analysis, presentation & discussion), class attendance (discussion)
- LO2: Case studies (semiconductor sector, social enterprise in health sector)
- LO3: Case studies, Written examination
- LO4: Case studies, written examination
- LO5: Case studies, class attendance (discussion)

Study Material

The relevant materials can be retrieved from Moodle and/or will be announced in class: A reading package containing all preparatory readings and the case studies.

247035 Virtual Collaboration in a Global Context (M2 SM – Master Program 2nd Year)

Seminar, 3.00 hours, 6.00 ECTS credits

Dates and Rooms to be announced in KUSSS

Entry requirements

KS Creating Strategic Advantages (6 ECTS Master level)

Lecturers

Univ.-Prof. Henriett Primecz

Richard Wan, MGB

Course Content including Goals

The content of this course is focused on the following areas:

- Acquiring virtual collaboration competences.
- Understanding the complexity of new ways of working and its impact on organizations, leadership, teams, and individuals.
- Becoming familiar with niche topics in virtual team management (innovation, creativity, tech-savviness).
- Gaining practical, virtual business management experience.
- Acquiring feedback and reflection techniques.

Objectives

This course aims to:

- Provide with a learning environment that allows for experiencing the benefits and challenges of multicultural and virtual team work.
- Increase students' sensitivity and awareness about challenges in virtual collaboration.
- Enable the acquisition of holistic picture in an online operating company.
- Enrich students' understanding of different issues regarding the new ways of working from different perspectives (corporate infrastructure, leadership, etc.).
- Raise awareness and have discussions about the ethical and sustainability aspects of new ways of working and virtual collaboration.
- Enable students to be self-aware and valuable contributors in virtual collaboration.

Learning outcomes

On successful completion of this course, the students will be able to:

- LO1: Discuss and evaluate social, ethical, and sustainability issues relating to new ways of working. [cognitive/analytical]
- LO2: Accurately identify and apply relevant theory within different specific contexts of virtual collaboration and the new ways of working. [cognitive/analytical, remember]
- LO3: Apply decision making skills related to virtual collaboration – managing a business online. [professional/practical skills, apply]
- LO4: Demonstrate the ability to formulate and present concise, insightful analyses which expos issues logically and coherently. [transferable skills, analyze, evaluate, create]
- LO5: Acquiring skill set and frameworks for self-reflection and peer reflection in virtual and face-to-face collaboration. [evaluate]

Assessment Strategy

Class participation:

Although class participation is not part of the graded component, students are required to attend at least 80% of lessons in order to remain eligible for grading. As each lesson has a portion where students either need to prepare an in-class presentation or have time to work on their group project, students are eager to attend all lessons as they do not want to miss out neither on content nor interaction with their colleagues.

Individual assessment: 60%, Group assessment: 40%

In details:

- Virtual simulation assignments (30 points) – individual assignments:
 - Individual reflection essay I (15 points), Individual reflection essay II (15 points). There are two simulation lessons. After each occasion students write their essays, therefore, they can track their own development. These assignments facilitate students in assessing and integrating their own learning throughout the simulation experience – key assessment part in experiential learning.
- Short tests (30 points) – individual assignments:
 - Test I: in-class test with open-questions (15 points): To objectively assess that students have learned and understood the fundamental concepts.
 - Test II: take home test – critical essay on a topic assigned by the course instructor (15 points). To objectively assess that students can demonstrate critical thinking while applying concepts learned in the course.
- Video project (40 points) – group assignment:
 - Topics are assigned by the course instructor and closely related to the course content
 - Content of the 10-minute-video:
 - literature review (15 points – critical analysis of a certain topic, identifying and applying relevant theories),
 - one interview with an expert in the field of respective video topic (8 points – enhancing practical skills),
 - personal reflection of the team on the respective topic (15 points – Integrating learning experience),
 - presentation of how the project was made (2 points).

Plagiarism: Aligned with the department regulations: “As an academic institution, the Department of

International Management does not tolerate any form of academic dishonesty. Plagiarism encompasses presenting as one's own the words, work, opinions, or factual information of someone else without giving that person credit, as well as borrowing the sequence of ideas, the arrangement of material, or the pattern of thought of someone else without proper acknowledgement. All discovered instances will result in an immediate decrease in grade of the assignment or exam. In severe cases, this may result in a failing grade for the assignment or exam. In addition, there will be an automatic decrease in overall grade. Consequently, this may result in the failure of the course. In the case of group work, the consequences will be extended to the entire team. For details see our code of conduct at www.jku.at/iim

Study Material

- Fischlmayr, I.C. (2011) "Can you hear me?" Technology, computer-mediated communication and other challenges in virtual team collaboration. *IfM-Impulse*. Hallwang/Salzburg: IfM – Institut für Management. 22-37.
- Gera, S. (2013) Virtual teams versus face to face teams: A review of literature. *IOSR Journal of Business and Management*. 11(2), 01-04.
- Kassner, M.P., Wesselmann, E.D., Law, A.T., Williams, K.D. (2012) Virtually Ostracized: Studying Ostracism in Immersive Virtual Environments. *Cyberpsychology, Behavior, and Social Networking*. 15(8), 399-403.
- Kock, N. (2005) Media Richness or Media Naturalness? The Evolution of Our Biological Communication Apparatus and Its Influence on Our Behavior Toward E-Communication Tools. *IEEE Transactions on Professional Communication*. 48(2), 117-130.
- Hall, E. T., Hall, M. R. (2003): Key Concepts – Underlying Structures of Culture in Understanding cultural differences by Edward T. Hall and Mildred Reed Hall. 151-162.
- Ivanaj, S. & Bozon, C. (2016) Trust Building In Managing Virtual Teams, 115-121. Cheltenham, Glos: Edward Elgar Publishing Limited.
- Johns, T. & Gratton, L. (2013) The Third Wave Of Virtual Work. *Harvard Business Review*. January-February 2013, 66-73.
- Ten Brummelhuis, L.L., Bakker, A.B., Hetland, J. & Keulemans, L. (2012) Do new ways of working foster work engagement? *Psicothema*. 24(1), 113-120.
- De Leede, J., Kraan, K.O., den Hengst, M. & van Hooff, M.L.M. (2008) Conditions for innovation behaviour of virtual team members: a 'high-road' for internationally dispersed virtual teams. *The Journal of E-working*. 2, 22-46.
- Narain, A. (2014) Are Face-to-Face Teams More Creative than Virtual Teams? Retrieved February 9, 2016 from: <http://www.sesp.northwestern.edu/masters-learning-and-organizational-change/knowledge-lens/stories/2014/are-face-to-face-teams-more-creative-than-virtual-teams.html> - please use the hyperlink to access the article online.
- Wang, E., Myers, M.D. & Sundaram, D. (2012) Digital Natives and Digital Immigrants: Towards a Model of Digital Fluency. *ECIS European Conference on Information Systems 2012 Proceedings*. Paper 39.
- Guillot-Soulez, C. & Soulez, S. (2014) On the heterogeneity of generation Y job preferences. *Employee Relations*. 36(4), 319-332.
- Other materials can be retrieved from Moodle and/or will be announced in class.

Business Models and the impact of Digitalization and Sustainability

(M2 SM – Master Program 2nd Year)

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

Dates and Rooms to be announced in KUSSS

Entry requirements

6 ECTS Strategic and International Management at master level (no bachelor courses)

Lecturer

Dr. Georg Reischauer

Course Content including Goals

This course aims to provide a conceptual and practical foundation regarding business models, focusing on the impact of digitalization and sustainability on business models. There is a specific focus on the academic development of this research field – including its history – definitions which significantly developed the theory

and set the foundation for practical implications. Beyond business models, the topic of business model innovation is an additional element in understanding the overall concept of business models.

In terms of a practical application, students (group assignment) are asked to develop an innovative business model in the context of digitalization and sustainability based on their acquired theoretical knowledge. Constant feedback from peers and the lecturer ensures the adoption and critical thinking of business model innovation based on a practical approach. In this regard, state-of-the-art tools are grounded in theory and applied in the practical context.

The final results of this endeavor is presented in a final presentation at the end of the semester.

Objectives

- Introduction to fundamental knowledge about business models, and business model innovation, including academic definitions, business model history, and implications for strategic management in the context of digitalization and sustainability.
- Provide students with practical examples of business model innovation processes and best practices.
- Enable students to develop their own innovative business model in a given context.

Learning outcomes

On successful completion of this course, the students will be able to:

- LO1: Business Management Qualifications: Practical examples and the development of an innovative business model enable students to apply theoretical knowledge and prepare students to tackle practice-oriented problems. (Subject knowledge)
- LO2: Digital Transformation and Digital Skills: Students engage with digital transformation in the context of business model and business model innovation by analyzing practical examples and companies, also in a historical context. (Cognitive & Transferable Skills)
- LO3: Practical Projects with Companies: Best practices of business model innovation in a corporate context are shared and discussed with students. (Practical Skills)
- LO4: Social and Intercultural Skills: Students engage with business model innovation in a group setting and develop skills to ideate and innovate a business model as a team. If possible, exchange students are added to groups. (Social Skills)
- LO5: Problem Solving and Reflection Skills: Beyond mini-case-studies which are worked on and discussed in-class, students also reflect their own innovative business models as well those of their peers. (Intellectual Skills)
- LO6: International Orientation: In the context of the theoretical knowledge provided to students as well as in the practice-oriented group assignment (business model innovation), students engage with global challenges as well as trends which allows them to reflect the presented topics in a global context. (Subject knowledge)
- LO7: Ethics, Responsibility and Sustainability (ERS): Specifically, the topic of sustainability in the context of for-profit business models is discussed. Beyond that, the SDGs are a foundation for the development of innovative and sustainability-oriented business models. (Cognitive & Transferable Skills)
- LO8: Identify the conceptual and scientific foundation of business models and related topics in general and in relation to sustainability and digitalization. [subject knowledge]
- LO9: Develop new business models based on conceptual frameworks. [transferable skills]
- LO10: Identify and explicate the logical relationships between elements of a business model. [cognitive/analytical]

Assessment Strategy

A maximum of 140 points can be achieved in the seminar. To pass the seminar, students have to acquire at least 50 percent of the total points in each of the three following assessment categories:

1. Seminar paper (group assignment) – “Business Model Design Report” The written paper is worth a maximum of 60 points, with 30 points necessary for a passing grade.

The assessment is based on the logic underlying the business model and the supporting arguments based on scientific literature. Students are required to outline the innovative business model design and ground their findings in theory. Additionally, groups are required to reflect on the process and their experience during the conceptualization of their business model.

2. Final presentation (group effort) The final presentation is worth a maximum of 20 points, with 10 points necessary for a passing grade.

3. Individual seminar paper Students are required to write an individual seminar paper regarding two questions. Each question needs to be answered academically by not exceeding 6,000 characters (not including spaces). Students are required to include additional scientific sources not represented in the reading package.

Study Material

- Timmers, Paul (1998): Business Models for Electronic Markets. In *Electronic Markets* 8 (2), pp. 3–8. DOI: 10.1080/10196789800000016.
- Optional: Osterwalder, Alexander; Pigneur, Yves (2013): *Business model generation. A handbook for visionaries, game changers, and challengers.* Hoboken, N.J.: Wiley.
- Ritter, Thomas; Lettl, Christopher (2018): The wider implications of business-model research. In *Long Range Planning* 51 (1), pp. 1–8. DOI: 10.1016/j.lrp.2017.07.005
- Johnson, Mark W.; Christensen, Clayton M.; Kagermann, Henning (2008): *Reinventing Your Business Model.* In *Harvard Business Review* 86 (12), pp. 50–59.
- Gassmann, Oliver: *St. Galler Business Model Navigator_V.6. Working-Paper.*
- Wirtz, Bernd W.; Pistoia, Adriano; Ullrich, Sebastian; Göttel, Vincent (2016): *Business Models. Origin, Development and Future Research Perspectives.* In *Long Range Planning* 49 (1), pp. 36–54. DOI: 10.1016/j.lrp.2015.04.001.
- Foss, Nicolai J.; Saebi, Tina (2017): Fifteen Years of Research on Business Model Innovation. In *JManage* 43 (1), pp. 200–227. DOI: 10.1177/0149206316675927
- Foss, Nicolai J.; Saebi, Tina (2018): Business models and business model innovation. Between wicked and paradigmatic problems. In *Long Range Planning* 51 (1), pp. 9–21. DOI: 10.1016/j.lrp.2017.07.006.
- Chesbrough, Henry (2007): Business model innovation. It's not just about technology anymore. In *Strategy & Leadership* 35 (6), pp. 12–17. DOI: 10.1108/10878570710833714
- Chesbrough, Henry (2010): Business Model Innovation. Opportunities and Barriers. In *Long Range Planning* 43 (2–3), pp. 354–363. DOI: 10.1016/j.lrp.2009.07.010.
- Sosna, Marc; Treviño-Rodríguez, Rosa Nelly; Velamuri, S. Ramakrishna (2010): Business Model Innovation through Trial-and-Error Learning. In *Long Range Planning* 43 (2-3), pp. 383–407. DOI: 10.1016/j.lrp.2010.02.003
- Stahel, Walter R. (2016): The circular economy. In *Nature* 531 (7595), pp. 435–438. DOI: 10.1038/531435a.
- Urbinati, Andrea; Chiaroni, Davide; Chiesa, Vittorio (2017): Towards a new taxonomy of circular economy business models. In *Journal of Cleaner Production* 168, pp. 487–498. DOI: 10.1016/j.jclepro.2017.09.047.
- Other materials can be retrieved from Moodle and/or will be announced in class.

269066 Strategic Management in dynamic and complex environments

(M2 SM – Master Program 2nd Year)

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

Dates and Rooms to be announced in KUSSS

Entry requirements

6 ECTS Strategic and International Management at master level (no bachelor courses)

Lecturer

Univ.-Prof. Dr. Waldemar Kremser

Course Content including Goals

This course is concerned with the important challenges of strategic management in dynamic and complex environments. Students will develop an in-depth understanding of the central mechanisms behind some of the biggest challenges to successful strategic management in a world that is in constant flux, full of ambiguities and increasingly complex. The course proceeds in three parts. In the first part, we will develop an understanding of the nature of the challenge – which could be labelled as dynamic complexity – by learning about self-reinforcing dynamics, feedback complexity and path dependence. In the second part, we

will look into research about the managerial implications of dynamic complexity in the internal and external environments of organizations. We will learn about several approaches to strategic renewal as well as how strategic management changes in a world of platforms. In the third and final part, we will apply some of the lessons learnt in a simulation exercise where students will form teams to compete in a multi-sided platform market.

Objectives

This course aims to:

- Introduce students to the core idea of dynamic complexity in its various expressions (vicious and virtuous circles, feedback complexity, path dependence).
- Equip students with a general understanding of different approaches to strategic renewal and strategic management in platform markets.
- Enable students to integrate and apply theoretical concept and models in a team-based simulation.

Learning outcomes

On successful completion of this course, the students will be able to:

- LO1: Compare insights on dynamic complexity from different literatures. [cognitive/analytical]
- LO2: apply relevant theory to different cases, contexts, and fields. [cognitive/analytical]
- LO3: Experiment with different approaches to strategic management in platform markets. [professional/practical skills]
- LO4: Formulate and present a concise, insightful analysis which exposes issues logically and coherently. [transferable skills]

Assessment Strategy

A maximum of 100 points can be achieved in the seminar. To pass the seminar, students have to acquire at least a passing grade in the following assessment categories:

- 1.) Presentation of a keystone paper in one of the five topic-centered seminars (group effort) The presentation is worth 30 points, with 15 points necessary for a passing grade. Grading criteria are presentation style and content.
- 2.) Analysis of a case study as a take-home exam (individual effort) The case analysis is worth 70 points, with 35 points necessary for a passing grade. Grading criteria are problem identification (systematic & concise), choice of concepts/models/theories to be applied (appropriateness & fit), mentioning of relevant insights about these concepts/models/theories (correct & concise), proposed solution (logically consistent with analysis & operational & realistic)
- 3.) Pre-structured text commentaries (individual effort) Each student will write a short (1/2 page) commentary based on guided reading questions provided by the lecturer on each of the keystone papers that they do not present themselves. Grading will be pass/fail. Grading criteria are writing style (clear & understandable) and understanding (correct answers)

Study Material

Relevant materials and a complete list for readings can be retrieved from Moodle and/or will be announced in class.

BUSINESS ADMINISTRATION – MASTER LEVEL

Master's Program Leadership and Innovation in Organizations

Entry requirements

Students must be enrolled in the Master Program “Leadership and Innovation in Organizations” or a comparable program.

Course selection has to be confirmed with a representative of the program before registration. Please send your choice to lio@jku.at.

Module “Innovation networks and alliances”

284013 KS: CI1 Innovation networks and alliances (M1 – Master Program 1st Year)

Course, 2.00 hours, 3.00 ECTS credits

Monday, April 8	13:45 – 17:00
Monday, April 15	13:45 – 17:00
Tuesday, May 7	13:45 – 17:00
Tuesday, May 14	13:45 – 17:00
Tuesday, May 28	9:15 – 12:45

Lecturer

Dr. Michael Gusenbauer

Objectives

- Understand the main challenges for innovation and creativity in hierarchical organizations
- Appreciate the role of interorganizational relationships for innovation
- Understand different forms of interorganizational relations, including strategic alliances, regional clusters or global production networks
- Understand the role of the institutional environment for innovation

Subject

This course will provide an advanced understanding of the main drivers for and barriers of innovation within and across organizations. It will address different levels of analysis with changing foci:

- Strategic alliances
- Social and interorganizational networks
- Regional networks and clusters
- Communities and crowds
- Global production networks
- Institutional environments

Criteria for Evaluation

Attendance and participation (20%); Pre-readings (20%); Post-module assignment (60%)

Methods

Lectures, discussion questions, discussions

284011 SE: CI1 Innovation networks and alliances (M1 – Master Program 1st Year)

Seminar, 1.00 hours, 3.00 ECTS credits

Dates and Rooms to be announced in KUSSS

Lecturer

Univ.-Prof. Dr. Matthias Fink

Objectives

- Develop a deeper knowledge of current topics regarding innovation networks and alliances
- Be able to participate in ongoing academic discussions regarding the management of innovation networks and alliances
- Understand the relevance of current research results for managing innovation networks and alliances

Subject

This course will focus on changing current topics regarding the management of innovation networks and alliances and will be research-oriented. Topics can include inter-organizational networks, open innovation and crowdsourcing or the institutional regulation of innovation.

Criteria for Evaluation

Presentation (30%); Participation during the course (20%); Seminar paper (50%)

Methods

Case studies, text discussions, group work

Module “Financial and strategic market analysis”**266024 KS CI2: Financial Analysis****(M1 – Master Program 1st Year)**

Course, 2.00 hours, 3.00 ECTS credits

Friday, June 07	8:30 – 17:00
Friday, June 21	8:30 – 17:00

Lecturer

Mag. Peter Haider

Objectives

- Understand the key concepts of financial analysis—including their limitations and practical relevance.
- Gain the ability to interpret corporate reports on economic success and risk exposure.
- Know when (i.e. under what conditions and with what goal) to use which instrument of financial analysis.
- Understand the link between financial analysis and complementary non-monetary measures (e.g. balanced score card).
- Understand the connection between financial performance measures (KPIs) and strategic considerations.
- Understand the role of financial performance measures as instruments for guiding attention and directing efforts.
- Critically reflect on the institutional function of financial analysis and reporting.

Subject

This course provides an foundational understanding of the role and conceptual underpinnings of financial analysis and corporate financial reporting. It enables students to conduct and interpret financial analyses—drawing on a fundamental understanding of their managerial and societal impact.

Criteria for Evaluation

Attendance and participation (20%); Pre-readings (20%); Post-module assignment (60%)

Methods

Lectures, discussion questions, discussions

**510002 KS CI2: Digital Market Strategy
(M1 – Master Program 1st Year)**

Course, 2.00 hours, 3.00 ECTS credits

Dates and Rooms to be announced in KUSSS

Lecturer

Prof. Dr. Thomas Gegenhuber
Bernhard Prokop

Objectives

- Understand the conceptual foundations of markets and strategic market analysis
- Develop a deeper knowledge of recent trends (e.g. the digital transformation) in different industries and markets
- Understand the management challenges and tools for strategically organizing digital markets
- Ability to combine a broad general understanding of strategic market analysis with conceptually profound and practically applicable insights into selected topics
- Selected topics include but are not limited to
 - market analysis and development in the context of platform-based innovation ecosystems
 - means and measures of open strategy
 - the role of co-creators (i.e. user tribes, crowds etc.) in analyzing and developing increasingly digitalized markets
 - the role of social media platforms for market analysis and development
 - strategic digital market analysis and development for SMEs

Subject

This course addresses strategic market analysis and development in a digital era by both providing general foundations of market strategy and focusing on current topics regarding the digital transformation of markets and industries in particular.

Criteria for Evaluation

Attendance and participation (20%); Pre-readings (20%); Post-module assignment (60%)

Methods

Lectures, discussion questions, discussions

Module “Leadership skills and entrepreneurial skills”

**267011 SE : MS3: Leadership skills
(M1 – Master Program 1st Year)**

Seminar, 1.00 hours, 3.00 ECTS credits

Monday, June 3,	9:15 – 17:00
Tuesday, June 4,	9:15 – 17:00

Lecturer

Assoz.- Univ.- Prof.ⁱⁿ Dr.ⁱⁿ Barbara Müller-Christensen

Objectives

The aim of the course “Leadership Skills” is the reflection of experiences and theories in the field of leadership in order to strengthen their own leadership skills. Students will be able to identify different leadership challenges and reflect upon their dynamics. Upon successful completion of this course, students will possess advanced knowledge about different state-of-the-art leadership concepts and develop their own leader identity.

Subject

In specific the course addresses the following topics:

- The meaning of leadership based on contemporary leadership theories
- The approaches to explain effects and impact of leadership

- The role of leadership within organizations
- Becoming a leader – Developing leader identity
- Reflecting on leadership challenges

Criteria for Evaluation

Pre-Readings (20%) Attendance & Participation (50%); Post-Module Reflection (30%)

Methods

Several case studies and management simulations including group discussions facilitate experience-based learning and allow for combining insights from personal experiences with theoretical background of leadership.

**284017 SE : MS4: Entrepreneurial skills
(M1 – Master Program 1st Year)**

Seminar, 1.00 hours, 3.00 ECTS credits

Monday, April 8	9:15 – 12:45
Tuesday, April 15	9:15 – 12:45
Tuesday, May 7	9:15 – 12:45
Tuesday, May 14	9:15 – 12:45

Lecturer

Dr. Michael Gusenbauer

Objectives

The aim of the course “Entrepreneurial skills” is the reflection of experiences and theories in the field of entrepreneurship in order to strengthen their own entrepreneurial skills.

Students will be able to identify different entrepreneurship challenges and reflect upon their interplay with the social, technical and regional embeddedness.

Upon successful completion of this course, students will possess advanced knowledge about different state-of-the-art entrepreneurship concepts and develop their own identity as a leader for business venturing within established or new organizations.

Subject

In specific the course addresses the following topics:

- The meaning of entrepreneurship based on contemporary management theories
- The approaches to explain antecedents, contingencies and effects of entrepreneurship
- The role of entrepreneurship within economies and societies on the regional, national and global level
- Becoming an entrepreneurial leader – Developing an entrepreneurial mindset
- Reflecting on entrepreneurship challenges

Criteria for Evaluation

Presentation (30%); Participation during the course (20%); Reflection paper (50%)

Methods

Self study, case studies, text discussions, group work

Module “Research skills II”

**266026 SE : RS3: Research toolkit II
(M1 – Master Program 1st Year)**

Seminar, 2.00 hours, 4.00 ECTS credits

Wednesday, March 13	10:15 – 11:45
Wednesday, March 20	10:15 – 13:30
Wednesday, April 10	10:15 – 13:30
Wednesday, May 2	10:15 – 13:30
Wednesday, May 8	10:15 – 13:30
Wednesday, May 15	10:15 – 13:30
Wednesday, May 22	10:15 – 13:30
Wednesday, June 5	10:15 – 13:30

Lecturer

Dr. Benjamin Schiemer, MSc

Objectives

This course is aimed to provide students with an understanding of

- different qualitative and quantitative research design approaches
- advanced qualitative and quantitative data analysis techniques
- the interpretation of results against the background of previous literature, as well as the communication of research findings to the research community, practitioners, policy makers, and the general public.

Subject

Methods and philosophical background of

- the analysis of qualitative and quantitative data
- the interpretation of results against the background of previous literature
- the communication of research findings to the research community, practitioners, policy makers, and the general public.

Criteria for Evaluation

Presentation (30%); Participation during the course (20%); Assignments during and after the course (50%)

Methods

Lecture, group works, discussions, presentations

COURSES - Master program Economics

239307 Gender Aspects in Economics

Course, 2.00 hours, 3.00 ECTS credits, weekly

Lecturer

Univ.-Prof.ⁱⁿ Dr.ⁱⁿ Doris Weichselbaumer

Entry requirements

Advanced knowledge in microeconomics is expected.

Course objectives

In this course, students will gain a working knowledge on core themes concerning the effect of gender in the economy. Issues tackled include: models of the household, economics of care and labor market issues (e.g. human capital formation, discrimination).

Main Literature

Blau, Francine, Marianne A. Ferber and Anne Winkler (2013): *The Economics of Women, Men and Work*, Pearson.

Eswaran, Mukesh (2014): *Why Gender Matters in Economics*, Princeton University Press.

239317 Gender Aspects in Economics

Seminar, 2.00 hours, 3.00 ECTS credits, weekly

Lecturer

Dr.ⁱⁿ Anja Prummer

Contact information

For handing in assignments, questions or problems please contact the lecturer at anja.prummer@jku.at

Entry requirements

Students are expected to attend the course 239307 Gender Aspects in Economics in parallel.

Course Objectives

The seminar expands on selected topics discussed in Feminist Economics such as discrimination, gender disparities in the labor and marriage market, gender differences in education, and/or household bargaining. These topics are covered from theoretical and empirical perspectives, with the goal to enable students to independently evaluate recent academic work on the topic of gender.

Assessment/Grading

Students are assigned literature which they are required to present and to summarize in a thesis.

Literature

Selected handbook chapters and refereed journal articles will be assigned at the beginning of the course.

239001 Managerial Economics 2

Course, 2.00 hours, 4.00 ECTS credits

Lecturer

Assist.-Prof. Dr. Dieter Pennerstorfer

Entry requirements

There are no formal prerequisites to participate in this course. However, fundamentals in microeconomics and game theory are beneficial.

Course objectives

The objective of the course "Managerial Economics II" is to get a thorough understanding of the relation between competition and market outcomes, and to enable students to apply models and modern tools to current issues in competition and industrial policy.

Course content:

Market power is prevalent in most markets. The course "Managerial Economics 2" analyzes and discusses (potential) sources of market power that allow firms to charge higher prices compared to the ideal of a perfectly competitive market. In particular, we will deal with concentrated markets (oligopolies), markets with differentiated products, advertising as a channel to increase market power, and markets with information frictions (search models). The lecture is theory-based, but is complemented by recent findings in the empirical literature.

Assessment

To successfully pass this course active participation in class (in discussions, exercises...) as well as a positive grade on the exams are necessary.

Required reading

Selected chapters of:

Paul Belleflamme and Martin Peitz (2010): Industrial Organization: Markets and Strategies.

239503 The Multinational Firm in the Global Economy

Course, 2.00 hours, 3.00 ECTS credits, weekly

Lecturer

Assoz. Univ.-Prof.ⁱⁿ Mag.^a Dr.ⁱⁿ Karin Mayr-Dorn

Entry requirements

Good knowledge in intermediate microeconomics, mathematics for economists, and econometrics.

Course Content

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 theoretical concepts and empirical findings from the literature. We cover the following themes, following the book used for the course:

- (a) Facts and figures
- (b) Overview of concepts, theory and empirical findings
- (c) Determinants of horizontal foreign direct investment (HFDI)
- (d) The effect of HFDI on the host economy
- (e) Vertical foreign direct investment (VFDI)
- (f) Internalization versus outsourcing
- (g) The evidence: determinants of FDI
- (h) The evidence: host country effects
- (i) The evidence: home country effects

Assessment

Grading will be based on a final exam (80%) and homework sets (20%). A minimum of 50% of the total is necessary for passing the course.

Literature

Barba Navaretti, Giorgio and Anthony J. Venables (2006), Multinational Firms in the World Economy, Princeton University Press.

Further information

For further information, look at the course slides available at:
<https://sites.google.com/site/karinmayrdorn/teaching/multinat>

239328 Regulation and Antitrust

Course, 2.00 hours, 3.00 ECTS credits, weekly

Lecturer

Dr. Johannes Muthers

Course Objective

The course aims to supply students with the background and methods needed to analyse firm competitive strategies from a competition policy and regulatory perspective.

Students become familiar with the legal framework of competition law in the US and the EU. We discuss current cases in competition policy. Students get the theoretical fundamentals that allow them to analyse business strategies from an economics perspective.

Course Description

The course covers the economic background and the legal framework of competition policy. The course covers the following topics

Antitrust:

- Market Power and Efficiency
- Collusion and Cartels
- Merger Control
- Vertical Restraints
- Abuse of Dominance

Regulation and Consumer Protection

- Regulation of Natural Monopolies
- Consumer Protection and Consumer Behaviour

239311 Labor Markets, Unemployment, and Migration

Course, 4.00 hours, 6.00 ECTS credits

Lecturer

Assist.-Prof. Daniel Schäfer Ph.D.

Entry requirements

There are no formal entry requirements, but this is a course at the graduate level, meaning that students should have a good understanding of introductory microeconomics and macroeconomics, as well as linear regression analysis.

In case you are unsure whether you have a sufficiently good understanding of the above subjects, please contact me at daniel.schaefer@jku.at

Course objectives

Students of the course Labor Markets, Unemployment, and Migration learn about the differences in labor market policies of industrialized countries; develop an economic understanding of the impact of taxes, minimum wages, and active labor market policies on employment, unemployment, and labor market participation; review facts about (national and international) migration flows and learn how labor markets adjust to migration; study empirically the effects of various labor market policies and critically assess which policies are suitable for achieving desired labor market outcomes.

Course content

Income redistribution; Migration; Minimum wages; Employment protection; Active labor market policies.

Methods

For each subject, we begin with an overview of international key statistics, focusing on differences and similarities across countries. Subsequently, we discuss economic principles that are relevant for the design of public policies. Finally, we will discuss empirical evidence about the effects of various public policies on aggregate labor market outcomes.

Assessment

Policy briefs incl. presentation; Final exam

Literature

„Labor Economics“ by Pierre Cahuc, Stephane Carcillo, and Andre Zylberberg

„Modern Labor Economics – Theory and Policy“ by Ronald G. Ehrenberg, Robert S. Smith, and Kevin F. Hallock

Selected articles covering the latest empirical evidence

239428 Public, Health, and Environmental Economics II

Course, 4.00 hours, 6.00 ECTS credits

Lecturer

Dr. Edoardo Cefala

Entry requirements

Knowledge of policy-evaluation methods and basics of public economics (undergraduate course) is recommended.

Course objectives

Students have a sound understanding of public, health, and environmental economics. They can independently analyze and evaluate public policies both theoretically and empirically.

Course content

The second part of the field considers advanced theoretical and empirical topics and methods in public economics, health economics, and environmental economics.

Methods

Interactive lecture, coaching, feedback on presentation and research paper.

Assessment

Attendance, active participation, presentation, seminar paper, written exam.

COURSES - Master program Economics and Business Analytics

249444 Banking

Course, 2.00 hours, 4.00 ECTS credits

Lecturer

Dr. Johann Burgstaller

Entry requirements

Bachelor's degree in the field of Social and Economic Sciences

Course objectives

This course provides students with a guide to the theory and practice of banking. Participants should gain insights into a wide range of bank activities and management operations, and develop skills to quantitatively assess, for example, bank risk and stability, competitive behavior and productive efficiency. In combination with other topics such as bank lending and regulation, students obtain a comprehensive understanding of the role of banks in the financial sector and in the general economy.

Contents

- Basics: banking sector structures, types of banks, balance sheet and income structure, business fields and business models, market definition.
- Management: profitability, diversification, risks and risk management, competitive behavior and the competitive environment, production process (productive efficiency), bank mergers, location (bank branching, regional and spatial issues).
- Lending: the role of distance, small business lending, lending technologies.
- Banks and the macroeconomy: finance (banking) and growth, financial stability, monetary policy transmission (credit channel, interest-rate pass-through).
- Special topics: central banking, private banking, regulatory issues.

Assessment

Written exam, practical exercises

Literature

- Casu, B., Girardone, C., Molyneux, P. (2015). Introduction to Banking, 2nd ed., Pearson.
- Greenbaum, S.I., Thakor, A.V., Boot, A.W.A. (2019). Contemporary Financial Intermediation, 4th ed., Elsevier.
- Matthews, K., Thompson, J. (2014). The Economics of Banking, 3rd ed., Wiley.
- Saunders, A., Cornett, M.M. (2018). Financial Institutions Management, 9th ed., McGraw-Hill.

Further literature recommendations will be distributed in class

239139 Seminar Financial Economics

Seminar, 2.00 hours, 4.00 ECTS credits

Lecturer

Dr. Giovanni Andreottola

Entry requirements

A solid knowledge of microeconomic and empirical methods on an intermediate level is required. Some knowledge of corporate finance is highly recommended.

Outline

The seminar "Financial Economics" explores the incentive effects of a firm's financing decisions & opportunities. Topics include

- Corporate finance and its interaction with non-financial stakeholders (such as employees or suppliers)
- Corporate governance and managerial empire building
- Overconfident managers

Course Organization

Topics are introduced at the first lecture. After topics have been assigned, students write a term paper and prepare a presentation. All dates are yet to be scheduled.

Grading

50 % term paper, 50% student presentation & participation during seminar

Literature

Tirole, Jean, The Theory of Corporate Finance, Princeton University Press 2006.

239150 Economics of Digital Markets

Course, 2.00 hours, 4.00 ECTS credits, weekly

Lecturer

Dr. Johannes Muthers

Course Objective

Students acquire the necessary tools of theoretical Industrial Organization and Game Theory to understand and analyze digital markets. Students learn to analyze the economics of business models and strategies for regulatory and management decisions in digital markets.

Course Description

- Pricing Strategies and Consumer Segmentation (personalized pricing/Behavior based price discrimination, Online advertising and targeting)
- Product Quality and Information (branding, reputation)
- Networks, Standards, and Systems (network effects, compatibility of networks, standardization)
- Market Intermediation (two-sided market, merchant versus platform model, channel coordination, reputation systems, search engines)

Assessment

Exam, assignments, student presentation

Reading

Belleflamme und Peitz, Industrial Organization: Markets and Strategies (2015)

Bar-Isaac und Tadelis: Seller Reputation (2008)

Acquist, Taylor, und Wagman, Economics of Privacy (2016)

239214 Online Marketplace

Lecture and Tutorial, 4.00 hours, 6.00 ECTS credits

The exam will be held in the beginning of July (and at the end of September)

The course is carried out in the form of blended learning. The course can be taken from March to the beginning of July as well as from July to September during the summer holidays.

Lecturer

Dr. Franz Hackl

Entry requirements

Introduction to Micro-Economics, Basic knowledge of Statistics

Course objectives

Online marketplaces include the classic e-commerce sector (B2C and B2B), auction platforms, but also stock exchanges ("many to many electronic exchanges"). Students know the relevant theoretical and empirical backgrounds and relationships for the respective online markets. Students know the economic peculiarities relevant for strategic company decisions on online marketplaces. Students understand the resulting consequences of the usage of information and communication technologies on these markets. Students understand how online marketplaces work and they are able to apply simple economic principles in the design of these online marketplaces. Students understand the strategic incentives that different allocation

mechanisms offer on online marketplaces and they can derive optimal behavioral strategies for market participants.

Contents

The course deals with the functionalities and the specialties of online marketplaces. In addition to an introduction to game theory and the associated economic competition models, simple basics of mechanism design are discussed. The theoretical and empirical features of e-commerce, auctions and exchanges are discussed (functionality, welfare implications, optimal strategic behavior, ...). The course also discusses how blockchains and cryptocurrencies work.

Assessment

Exam and the presentation of a case study

Literature

- The Economics of E-Commerce, Nir Vulkan, Princeton University Press, 2003
- Krishna, Vijay, Auction Theory, second edition, Elsevier, 2009.
- Paul Milgrom, Putting Auction Theory to Work, Cambridge University Press, 2004.
- Aleksandar Pekec, Michael Rothkopf, Combinatorial Auction Design, Management Science 2015
- Several additional scientific journal articles on specific aspects of online market places

245007 Programming for Business Tasks

Intensifying Course, 3.00 hours, 6.00 ECTS credits, weekly

Lecturer

Nicolas Forget, PhD

Entry requirements

Background in Operation Research (KS and IK Operations Research).

Course objectives

Students can perform data manipulation and analysis in ways that cannot be achieved with spreadsheet software. Students have a deeper understanding of business tasks that can be accomplished with programming. They are able to come up with new ideas for business optimization and to test these new ideas by writing their own programs.

Course content

Introduction to programming with julia, variables, control flow, loops, functions, data structures, input and output, numerical tools, heuristics, interface to linear programming solvers (jump).

Assessment and Grading

Project work, Exam

Required reading

Slides, online resources

Additional literature will be announced during the course.

COURSES - Master program Business Informatics

258410 Data Mining

Lecture, 2.00 hours, 3.00 ECTS credits

Lecturer

Assoz.-Prof. Dr. Christoph Schütz

Entry requirements

Basic knowledge on statistics and programming experience expected. Lecture and tutorial must be attended together. Final admission to the course is in the kick-off (mandatory attendance).

Course objectives

Students will be able to apply data mining methods to integrated and cleaned data sets of an organization, but also to process logs and unstructured data such as text data, in such a way that potentially new knowledge can be gained through pattern recognition. They are familiar with the phases of data mining, important application areas (problem types) and current developments in data, web as well as process mining. The students are familiar with the use of data mining tools.

Subject

Overall process of data mining (KDD - Knowledge Discovery in Data); techniques of data mining: clustering, classification, association rules, time series analysis; process mining; text mining, incl. sentiment analysis and opinion mining; simple visualization of results; applications of data mining, e.g. recommender system; tools for data mining; recent developments; case studies and practical applications, especially web mining and predictive/prescriptive analytics.

Assessment

Written exam

Basic literature

- Han, J.; Kamber, M.: Data Mining: Concepts and Techniques. Morgan Kaufmann, current edition.

Supplemental Literature:

- Witten, I. H.; Hall, M.: Data Mining: Practical Machine Learning Tools and Techniques. Morgan Kaufmann, current edition.
- Kotu, V.; Deshpande, B.: Predictive Analytics and Data Mining: Concepts and Practice with Rapidminer. Morgan Kaufmann, current edition.
- Van der Aalst, W.: Process Mining. Springer, current edition.
- Liu, B.: Web Data Mining: Exploring Hyperlinks, Contents, and Usage Data. Springer Verlag, current edition.

Other supplemental literature will be announced each semester.

258415, 25416, 258417, 258418 Data Mining

Tutorial, 2.00 hours, 3.00 ECTS credits

Lecturer

Assoz.-Prof. Dr. Christoph Schütz

Entry requirements

Basic knowledge on statistics and programming experience expected. Lecture and tutorial must be attended together. Final admission to the course is in the kick-off (mandatory attendance).

Course objectives and Subject

See Lecture Data Mining

Assessment

Practical exercises, presentation of case studies based on the lecture material

Methods

Practical exercises in small groups applying knowledge communicated in the lecture and the exercise; presentation, discussion and documentation of the group results.

Basic literature

See Lecture Data Mining

245606 Advanced Topics in Production, Logistics and Supply Chain Management – Multi-Objective Optimization

Intensive Course, 2.00 hours, 3.00 ECTS credits

Lecturer

tba

Entry requirements

Course and Intensifying Course “Operations and Supply Chain Management”, 6 ECTS credits
or Course and Intensifying Course “Operations Research”, 6 ECTS credits

Course objectives

Students dispose of in-depth knowledge in modeling and solving strategic and operational decision problems with multiple objectives, e.g., facility location planning considering cost and CO₂ emissions or distribution planning in a disaster relief context.

Course content

Pareto efficiency, exact and heuristic solution methods for multi-objective problems, applications in production, logistics and supply chain management. “

Assessment and Grading

Exam, completion of assignments

Required reading

Networks, Crowds and Markets by Easley and Kleinberg
Further reading material will be announced during the course

245628 Computational Logistics: Metaheuristic

Seminar, 2.00 hours, 6.00 ECTS credits, intensive sessions

Lecturer

DI Dr.ⁱⁿ Elisabeth GAAR, BSc.

Entry requirements

Knowledge required: ability to program

Course objectives

Students know the basic design concepts of heuristics and metaheuristics. They are able to design, implement and test simple heuristics and metaheuristics for planning problems arising in production, logistics and supply chain management. Furthermore, they know statistical methods for evaluating heuristic and metaheuristic results.

Course content

During this course, we will tackle the optimisation of difficult logistics problems such as routing optimisation, facility location or task scheduling. After emphasising the inherent difficulties in such problems, we will investigate various approximate optimisation algorithms, called metaheuristics, such as variable neighborhood search, adaptive large neighborhood search, tabu search, simulated annealing, genetic algorithms.

Assessment and Grading

Exam, source code and presentation and written report of project

Required reading

Hoos/Stützle: Stochastic Local Search – Foundations and Applications, Elsevier 2005.

Gendreau/Potvin: Handbook of Metaheuristics, 2nd Edition Springer 2010.

Additional literature will be announced during the course.

COURSES - Master program Statistics

238233 Experimental Design

Combined Course, 2.00 hours, 4.00 ECTS credits

Lecturer

Univprof. Dr. Werner Müller

Course objectives

Principles of effective data collection and corresponding software. Design, hands-on experiment and analysis in a simple situation.

Subject

- randomization, blocking, replication
- simple factorial designs, fractional factorials
- screening designs
- response surface designs
- optimal design of experiments
- design algorithms

Assessment

Presentation and written description of a concrete designed experiment

Required reading

Atkinson A. C., Donev A. N. and Tobias R. D. (2007). Optimum Experimental Designs, with SAS. Oxford University Press.

Anderson M. J. and Whitcomb P. J. (2007). DOE Simplified. Practical Tools for Effective Experimentation, Second Edition, 2nd Edition. Productivity Press.

238241 Statistical Principles of Data Science

Combined Course, 3.00 hours, 6.00 ECTS credits

Lecturer

DI Dr. Helmut Waldl

Course objectives

Students know basic concepts and tools of statistics for data analysis. They can apply methods designed for big data and high dimensional inference and know about pitfalls to avoid in data analysis

Subject

Basic concepts of statistics: estimation, testing, prediction and classification, clustering.

Basic statistical tools: frequentist vs. Bayesian inference; common statistical models; model selection and model averaging.

Pitfalls: correlation vs. causation; all models are wrong; garbage in - garbage out; common sources of bias; Simpson's paradox and the perils of aggregating data; data mining, multiple hypothesis testing and the false discovery rate; curse of dimensionality, spurious correlation, incidental endogeneity.

Big data and large scale inference: big "n" vs. big "p"; introduction to and application of a specific advanced

statistical method such as, for example, sparse modelling and lasso; random forests, boosting, shrinkage and empirical Bayes.

Assessment

Homework and written exam

Required reading

Efron B. and Hastie, T. (2016): Computer Age Statistical Inference. Cambridge University Press.

238231 Advanced Statistical Inference

Lecture, 2.00 hours, 4.00 ECTS credits

Lecturer

Univprof. Dr. Werner Müller

Course objectives

Knowledge of concepts and results in Mathematical Statistics.

Subject

- asymptotic evaluations: convergence concepts, central limit theorem, consistency, the delta method, asymptotic efficiency
- generating a random sample: direct and indirect methods, accept-reject, MCMC, bootstrapping
- robustness: break point, M-estimator, influence function
- asymptotic tests: Wald, Lagrange multiplier, Chi-square
- confidence intervals: pivots, pivoting the cdf, asymptotic intervals
- decision theory: loss function, risk function, Bayes risk
- copulas

Assessment

Exam

Required reading

Casella G. and Berger R.L. (2002). Statistical Inference.

238232 Advanced Statistical Inference

Tutorial, 2.00 hours, 6.00 ECTS credits

Lecturers

Univprof. Dr. Werner Müller

Course objectives

Practicing the theoretical concepts and methods acquired in the lecture "Advanced Statistical Inference"

Subject

See Lecture "Advanced Statistical Inference"

Assessment

Presentation of solved homeworks.

Required reading

Casella G. and Berger R.L. (2002). Statistical Inference.

238344 Bayes Statistics

Combined course, 2.00 hours, 4.00 ECTS credits

Lecturer

Assoz. Univ.-Prof.ⁱⁿ Dr.ⁱⁿ Helga Wagner

Course objectives

Students are familiar with the Bayesian approach to statistics and are able to perform a conjugate Bayesian analysis as well as Bayes inference using MCMC methods.

Subject

- Basic concepts: Bayes' theorem, prior distribution, posterior distribution conjugate analysis
- Bayesian inference: point and interval estimation, hypothesis testing, model choice (marginal likelihood, Bayes factor), Bayesian prediction, posterior predictive model checks, asymptotics
- priors: natural conjugate priors in exponential families, improper priors, Jeffrey's prior
- introduction to MCMC methods: Metropolis Hastings algorithm, Gibbs sampling, data augmentation
- Bayes analysis of statistical models: linear regression models logit and ordinal logit model; finite mixture model, random effects models

Assessment

Exam, project

Teaching methods

Lecture, computer lab

Required reading

Hoff P.D. (2009). A first course in Bayesian statistical analysis.

Albert J. (2009). Bayesian computation with R.

Robert C. (2007). The Bayesian Choice.

238207 Statistical Learning

Combined Course, 2.00 hours, 4.00 ECTS credits

Lecturer

DI Dr. Helmut Waldl

Course objectives

Students are familiar with methods for supervised and unsupervised learning.

Subject

- classification methods
- discriminant analysis
- regression trees
- boosting

Assessment

Exam, project

Required reading

Hastie T., Tibshirani R. and Friedman J. (2009). The elements of statistical learning.

238105 Data Science

Seminar, 2.00 hours, 6.00 ECTS credits

Lecturer

NN

Course objectives

Students practise to acquire knowledge, give a presentation and actively participate in expert discussions in a special field of applied statistics.

Subject

special field of applied statistics, e.g. data science, statistical genomics, modelling of complex phenomena

Assessment

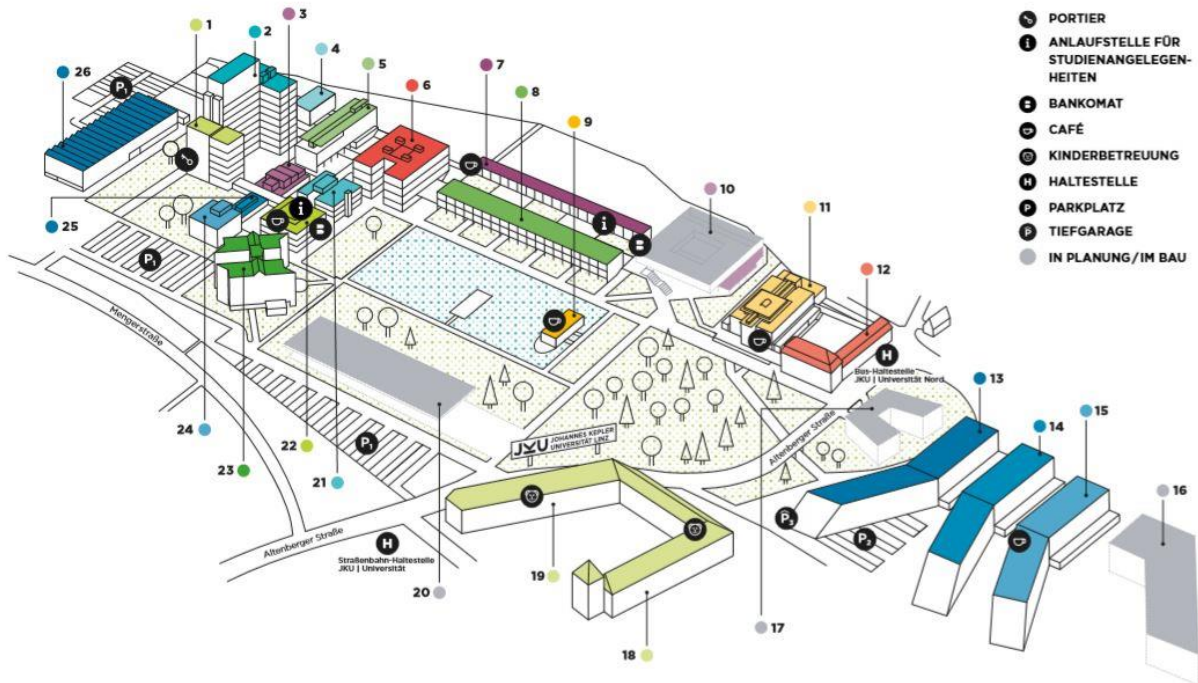
presentations by students

Required reading

will be announced each semester

Map of JKU Campus

DER JKU CAMPUS.



- 1 Kopfgebäude (KG)
- 2 TNF-Turm (T) and Somnium
- 3 Hörsaalgebäude (HG)
- 4 Technikum
- 5 Hochschullfondsgebäude (HF)
- 6 Juridicum (J)
- 7 Hörsaaltrakt (HT)
- 8 Keplergebäude (K)
- 9 Teichwerk
- 10 Hauptbibliothek (B)
- 11 Uni-Center (Mensa, UC)
- 12 Schloss Aufhof
- 13 Science Park 1 (MT)
- 14 Science Park 2 (S2)
- 15 Science Park 3 (S3)
- 16 Science Park 4 (S4)
- 17 Science Park 5 (S5)
- 18 Altenberger Strasse
- 19 Aubrunnerweg (AUB)
- 20 Kepler Hall
- 21 Physikgebäude (P)
- 22 Bankengebäude (BA)
- 23 Managementzentrum (MZ)
- 24 Halbleiterphysik (HP)
- 25 Mikroelektronik (MI)
- 26 LIT Open Innovation Center

Auditoriums (Hörsaal – HS):

- HS 1-7: Hörsaaltrakt (HAT)
- 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)

Classrooms off campus

- ESH ESH-Heim, Julius-Raab-Str. 1-3
- KEP Johannes Kepler Heim, Altenbergerstr.74
- KHG Kathol. Hochschulgemeinde, Mengerstr. 23
- PE Petrinum
- RAAB RAAB-Heim, Julius-Raab-Str. 10