Course Brochure

Faculty of Social Sciences, Economics and Business
Courses taught in English
Spring 2023

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Institute of Entrepreneurship

281410 Innovation and Entrepreneurship
Course, 2.00 hours, 3.00 ECTS credits, 2nd year

Wednesday, 10.15 – 11.45
March 8th to June 28th, 2023

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

Wednesday, 15.30 – 17.00, (except March 15th and March 22nd)
Friday, March 10th, 13.45 – 18.45, Workshop
March 8th to June 28th, 2023

Lecturers
Dr. Florian Köhne, Lukas Schnell, MSc

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

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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

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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
Presenations 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

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Important note: JKU regular students will have to participate in the Real Life Project “Founders Week” from Sep. 18th – 22nd. Incoming exchange students will be given an additional task for compensation.

Lecturer
Prof. in Dr. in Blanka Christine, 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

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**Lecturer**
Univ.-Prof. in Dr. in Elisabeth Berger, Maren Umdasch, MSc

**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

249001 Fundamentals of Financial Management
Course, 2.00 hours, 3.00 ECTS credits

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Lecturer
Benjamin Karner, MSc

Course objectives
This course provides an introduction to the financial management of enterprises. It will analyze the financial decisions made in a company. The students will acquire knowledge of the internal and external sources of financing and the process of raising capital for both private and public companies. They learn how to use project evaluation tools like NPV and IRR, and apply them to the evaluation of an investment opportunity. The students will get to know how to apply the basic tools of finance on investment and financing decisions.

Course contents
Overview of Financial Management
Sources of Financing, Raising Capital
Capital Budgeting
Risk and Working Capital Management
Capital Structure Decisions
Value Management

Assessment
Participation and Exam

249365 Corporate Governance
Intensifying Course, 2.00 hours, 3.00 ECTS credits

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Lecturer
Assoz. Univ.Prof. Dr.inh 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

![Course Schedule](image)

249441 International Investments
Course, 2.00 hours, 3.00 ECTS credits

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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
Institute of Financial Accounting and Auditing

250900 Basics in Academic Writing
Course, 2.00 hours, 3.00 ECTS credits
Dates to be announced in KUSSS

Lecturer
Univ.-Prof. Dr. Marcel Steller

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 methods and approaches 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 of business research
- The importance of business research at the university level and from a practical perspective.
- The structure of business research
- The business research strategies (quantitative and qualitative)
- An overview of most common research designs (e.g., experimental, case study, survey)
- How to conduct their own research project

Structure
The following topics will be covered in details:
- The nature and process of business research
- Business research strategies
- Formulation of research questions
- Research designs
- Planning a research project and developing research questions
- Reviewing the literature
- Ethics in business research
- Writing up business research
- Sampling in quantitative research
- Gathering Data for quantitative research designs and analysis of quantitative data
- Structured interviewing, self-completion questionnaire & asking questions
- Sampling in qualitative research
- Interviewing in qualitative research & asking questions
- Content analysis, participant observation & focus group

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

Required Course Reading

alternatively:

Recommended Readings
250910 Basics of International Financial Reporting and Perspectives on Digitalization
Course, 2.00 hours, 3.00 ECTS credits

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Lecturer
Assist.Prof. in Dr. in Vera Sophie Schiemer-Haberl

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 forthcoming digitalization impact on the accounting process and the future productivity benefits, given the implementation costs 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 at providing students with a profound knowledge of selected IFRS that cover the most crucial standards, beginning with the basics of financial statements’ presentation and finishing with accounting basics for financial instruments.

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 understand and interpret financial statements according to IFRS.

Course contents
The following subjects are covered by the course:

- Basics of accounting/double-entry bookkeeping and the accounting process
- Selected IFRS as
  - 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)
  - Revenue from Contracts with Customers (IFRS 15)

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 & further readings) will be provided for download in KUSSS
**250920 Auditing of Multinational Firms**
Course, 2.00 hours, 3.00 ECTS credits

Dates to be announced in KUSSS

**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**

http://dx.doi.org/10.1787/9789264236882-en
Institute of Innovation Management

284018 Responsible Innovation
Course, 2.00 hours, 3.00 ECTS credits

| Thursday, March 30, | 10.15 – 12.45 |
| Thursday, May 11, | 10.15 – 18.45 |
| Thursday, June 15, | 10.15 – 18.45 |

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 responsible 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

284011 Advanced Topics in Innovation and Entrepreneurship
Seminar, 2.00 hours, 3.00 ECTS credits

| Tuesday, March 28, | 15.30 – 18.45 |
| Tuesday, April 18, | 15.30 – 18.45 |
| Tuesday, May 2, | 15.30 – 18.45 |
| Tuesday, May 16, | 15.30 – 18.45 |
| Tuesday, May 23, | 13.45 – 17.00 |
| Wednesday, May 31, | 13.45 – 17.00 |

Lecturer
Dr. Michael Gusenbauer

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

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
Deeper understanding of selected innovation and entrepreneurship theories and/or practical application of selected tools and/or cooperation with innovative organizations, start-up enterprises and/or support institutions (with changing focus)

Assessment and Grading
Term paper

Readings
Course material and selected literature list
Institute for Integrated Quality Design

590013 Environmental and Quality Management
Course, 2.00 hours, 3.00 ECTS credits

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<th>Date</th>
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<tbody>
<tr>
<td>Monday, 10.15 – 11.45</td>
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<tr>
<td>March 6th to June 26th, 2023</td>
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<tr>
<td>Monday, June 26, 10.15 – 11.45, Final Exam</td>
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<tr>
<td>Monday, July 24, 10.15 – 11.45, Retake Exam</td>
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</tbody>
</table>

Lecturers
Patrick Frey, MA

Contact
For handing in assignments, questions or problems please contact:
Mag. Anna Morpurgo, anna.morpurgo@jku.at
https://www.jku.at/en/institute-for-integrated-quality-design/

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

Incoming exchange students should have completed at least one introductory course in sustainability management or circular economy.

Course Objectives
The goal of this course is to learn about corporate approaches to systematically identify sustainability issues and related stakeholder demands and translate them into corporate responses – within the organization and across the value chain. In particular, it aims at exploring the role of management systems, standards and related certification systems as tools to translate issues into corporate practice and as vehicles for continuous improvement and change. It also provides for a better understanding of the role of environmental and quality managers in organizations.

Course Content
- Overview of relevant organizational, product and material standards and related certifications systems
- Building blocks of environmental (e.g. ISO 14001), quality and integrated management systems
- Environmental management systems and the life-cycle perspective
- Emerging (certification) standards for the circular economy (e.g. Cradle to Cradle, ISO/TC 323)
- Success factors and challenges in adopting management systems and standards
- Linkages between management systems and innovation
- The role of the environmental and quality manager in organizations

Assessment and Grading
Exam and class assignments/active participation

Readings
Current scientific and grey literature, e.g.:
266023 Research Seminar Sustainability
Seminar, 2.00 hours, 3.00 ECTS credits

Thursday, 8.30 – 12.45
March 9th to June 29th, 2023

Lecturer
Univ. Prof. Dr. Elke Schüßler

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 International Management

247024 Introduction to Strategy & International Management
Course, 2.00 hours, 3.00 ECTS credits

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<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Topic</th>
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<tbody>
<tr>
<td>Wednesday, March 8</td>
<td>10.15 – 13.30</td>
<td>Introduction and overview</td>
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<tr>
<td>Wednesday, March 15</td>
<td>10.15 – 13.30</td>
<td>The strategic mgt. process (A): 1. Scanning the environment</td>
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<tr>
<td>Wednesday, March 29</td>
<td>10.15 – 13.30</td>
<td>The international dimension of strategy formulation</td>
</tr>
<tr>
<td>Wednesday, April 26</td>
<td>10.15 – 13.30</td>
<td>The international dimension of strategy implementation</td>
</tr>
<tr>
<td>Wednesday, May 3</td>
<td>10.15 – 13.30</td>
<td>Current challenges and critical management functions</td>
</tr>
<tr>
<td>Wednesday, June 14</td>
<td>12.00 – 13.30</td>
<td>Final exam</td>
</tr>
<tr>
<td>Wednesday, June 28</td>
<td>12.00 – 13.30</td>
<td>Retake exam</td>
</tr>
</tbody>
</table>

Lecturer
Prof. Dr. Henriett Primecz

Entry requirements
None

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. 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. The overall length of the paper is 2000 words plus references. Upload your paper before written exam. The maximum point for short submitted paper is 50 points.

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:


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**

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<th>Date</th>
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<tr>
<td>Friday, March 17,</td>
<td>10.15 – 15.15</td>
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<td>Saturday, March 18,</td>
<td>10.15 – 15.15</td>
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<td>Friday, March 24,</td>
<td>10.15 – 15.15</td>
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<td>Saturday, March 25,</td>
<td>10.15 – 15.15</td>
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<td>Friday, April 28,</td>
<td>10.15 – 11.45</td>
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<tr>
<td>Online Exam</td>
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**Lecturers**

Dr. in Jelena Cerar, MSc MA

**Contact**

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

**Entry requirements**

None

**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**

<table>
<thead>
<tr>
<th>Level</th>
<th>Assessment</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Group</td>
<td>Case Study Analyses</td>
<td>40%</td>
</tr>
<tr>
<td>Individual</td>
<td>Short Test</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td>Exam (two exams, each worth 20%)</td>
<td>40%</td>
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<td>Total</td>
<td>100%</td>
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</table>
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).

<table>
<thead>
<tr>
<th>247005 International Business</th>
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<tbody>
<tr>
<td>Course, 2.00 hours, 3.00 ECTS credits</td>
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<tr>
<td>Monday, March 6,</td>
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<td>Monday, March 13,</td>
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<td>Monday, March 20,</td>
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<td>Monday, March 27,</td>
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<td>Monday, April 17,</td>
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<td>Monday, April 24,</td>
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Lecturers
Prof. Dr. Marie-Therese Claes

Contact
For handing in assignments, please submit via the Moodle course website. For questions please contact
Ivana.goulart@uol.com.br

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
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.

<table>
<thead>
<tr>
<th>Level</th>
<th>Assessment</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Group</td>
<td>Case Study Analysis (20 % each)</td>
<td>40 %</td>
</tr>
<tr>
<td>Individual</td>
<td>Short Tests (10 % each)</td>
<td>20 %</td>
</tr>
<tr>
<td>Individual</td>
<td>Final Exam</td>
<td>40 %</td>
</tr>
</tbody>
</table>

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)

Course Preparation
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.

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

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<tr>
<th>Date</th>
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<tbody>
<tr>
<td>Monday, May 15</td>
<td>13.45 – 17.00</td>
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<td>Monday, May 22</td>
<td>13.45 – 17.00</td>
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<tr>
<td>Monday, June 5</td>
<td>13.45 – 17.00</td>
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<tr>
<td>Monday, June 12</td>
<td>13.45 – 17.00</td>
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<tr>
<td>Monday, June 19</td>
<td>13.45 – 17.00</td>
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</tbody>
</table>

Lecturer
Ivana Goulart

Contact
For handing in assignments, questions or problems please contact: Ivana.goulart@uol.com.br

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 virtual 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:

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<thead>
<tr>
<th>Level</th>
<th>Assessment</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>individual</td>
<td>Test</td>
<td>60 %</td>
</tr>
<tr>
<td>group</td>
<td>Strategy for expansion and report</td>
<td>20 %</td>
</tr>
<tr>
<td>group</td>
<td>Simulation outcome</td>
<td>10 %</td>
</tr>
<tr>
<td>group</td>
<td>One case study analysis</td>
<td>10 %</td>
</tr>
<tr>
<td>individual</td>
<td>Maximum:</td>
<td>100 %</td>
</tr>
</tbody>
</table>

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
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.

247xxx Cross Cultural Management
Seminar, 2.00 hours, 3.00 ECTS credits

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<tbody>
<tr>
<td>247009</td>
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<tr>
<td>Thursday, March 9,</td>
<td>8.30 – 11.45</td>
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<tr>
<td>Thursday, March 16,</td>
<td>8.30 – 11.45</td>
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<td>Thursday, March 23,</td>
<td>8.30 – 11.45</td>
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<td>Thursday, March 30,</td>
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<td>Thursday, April 20,</td>
<td>8.30 – 11.45</td>
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<tr>
<td>Thursday, April 27,</td>
<td>8.30 – 11.45</td>
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</tbody>
</table>

Or
Lecturer
Prof. Dr. Henriett Primecz

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:

<table>
<thead>
<tr>
<th>Level</th>
<th>Assessment</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>individual</td>
<td>Individual reflection paper on theories and cases discussed in class</td>
<td>50 %</td>
</tr>
<tr>
<td>team</td>
<td>One/two team assignment(s)</td>
<td>40 %</td>
</tr>
<tr>
<td>individual</td>
<td>Class participation</td>
<td>10 %</td>
</tr>
<tr>
<td>individual</td>
<td>Maximum</td>
<td>100 %</td>
</tr>
</tbody>
</table>

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.

Test scores and feedback will be posted in Moodle. Please submit your assignments via Moodle.
Managing Projects in Virtual Teams

Intensifying Course, 2.00 hours, 3.00 ECTS credits

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Format</th>
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</thead>
<tbody>
<tr>
<td>Thursday, April 27</td>
<td>12.00 – 15.15</td>
<td>online</td>
</tr>
<tr>
<td>Thursday, May 11</td>
<td>12.00 – 15.15</td>
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<tr>
<td>Thursday, May 25</td>
<td>12.00 – 15.15</td>
<td>online</td>
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<tr>
<td>Thursday, June 1</td>
<td>12.00 – 15.15</td>
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<tr>
<td>Thursday, June 15</td>
<td>12.00 – 15.00</td>
<td></td>
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</tbody>
</table>

Lecturer
Dr. in. Svetlana Buko

Contact
office_iim@jku.at

Entry requirements
This course is open to international students without further requirements.

Course Objectives
New ways of working, e-internships, flexible schedules and home offices became more relevant due to the COVID-19 pandemic in the global world. Small and medium businesses, corporations, governments and educational institutions around the world had to embrace the virtual work due to the epidemiological situation. This re-invention of the operations makes practical project management skills in the virtual teams more relevant and required at the global employment market.

The main objectives of the course are:
- introduce students to the key trends related to the operational aspects of project management in global virtual teams
- explore challenges and drivers of the virtual teamwork
- delineate modern available tools for streamlining project work in the online environment
- practice project management in a virtual environment in the format of the small virtual teams via simulation laboratory
- reflect on the key competencies needed for successful virtual teamwork

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

Course Structure
Students will cover the basic history of virtual team management, review the current COVID-19 related 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.

The course will start with the theoretical knowledge about virtual team management trends, will explore key frameworks about how to organize workflow within the virtual team, communicate in the virtual environment, set/track the goals and tasks. 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 via video and reflect about the implementation process and teamwork as a part of the overall simulation assessment method.

The course includes live sessions with professor, individual work, collaborative virtual work, collaborative presentations 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 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
The assessment of this course based on the following activities:

<table>
<thead>
<tr>
<th>#</th>
<th>Level</th>
<th>Assignment</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Individual and Peer learning</td>
<td>Analytical Forum Blog Assignment</td>
<td>10%</td>
</tr>
<tr>
<td>2.</td>
<td>Group</td>
<td>Group Project Case Study Assignment</td>
<td>50%</td>
</tr>
<tr>
<td>3.</td>
<td>Individual</td>
<td>Reflection Assignment</td>
<td>10%</td>
</tr>
<tr>
<td>4.</td>
<td>Individual</td>
<td>Test</td>
<td>20%</td>
</tr>
<tr>
<td>5.</td>
<td>Individual and Peer learning</td>
<td>Participation</td>
<td>10%</td>
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<tr>
<td></td>
<td></td>
<td>Total Maximum</td>
<td>100%</td>
</tr>
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</table>

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).

247061 International Collaboration and Negotiation
Intensifying Course, 2.00 hours, 3.00 ECTS credits

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<thead>
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<tbody>
<tr>
<td>Wednesday, May 10, 8.30 – 13.30</td>
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<tr>
<td>Wednesday, May 17, 8.30 – 11.45</td>
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<td>Wednesday, May 24, 8.30 – 11.45</td>
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<td>Wednesday, May 31, 8.30 – 11.45</td>
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<td>Wednesday, June 7, 8.30 – 11.45</td>
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Lecturer
Dr. i.a. 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:

<table>
<thead>
<tr>
<th>Level</th>
<th>Assignment</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Individual and Peer learning</td>
<td>Negotiation blog</td>
</tr>
<tr>
<td>2</td>
<td>Group</td>
<td>Group Project Collaborative Assignment</td>
</tr>
<tr>
<td>3</td>
<td>Individual</td>
<td>Reflection Assignment</td>
</tr>
<tr>
<td>4</td>
<td>Individual</td>
<td>Participation</td>
</tr>
</tbody>
</table>

100 %

247006 Current Issues in International Management - Organization and Management of Multinational Enterprises
Seminar, 2.00 hours, 3.00 ECTS credits, weekly course

Friday, March 10, 14.30 – 18.00
Friday, March 17, 15.30 – 17.00
Friday, March 31, 14.30 – 18.00
Friday, April 21, 14.30 – 18.00
Friday, April 28, 14.30 – 18.00
Friday, May 5, 14.30 – 18.00
Friday, May 12, 14.30 – 18.00

Lecturer
Markus Handorfer, MSc

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.

Contact
For handing in assignments please access the Moodle course website.
For questions please contact: markus.handorfer@jku.at

Course content
Organizational structure, matrix organization, coordinating mechanisms, trust and control, post-merger integration; strategic alliances; knowledge management, emerging market companies, SMEs

Course objectives
- Develop advanced theoretical and practical knowledge of contemporary international management issues
- Develop a critical understanding of selected current international management issues
- Develop skills in sourcing and using relevant data to present information in an effective and valuable manner

Course Structure
The content of the course is a mix of theory input lectures, in-class discussions, a case study and group presentations. Small groups will be established at the beginning of the semester in order to work together on a case study, seminar paper and presentation. The seminar paper will highlight/focus on a current theoretical or practical topic in international management.
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 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.

### Assessment and Grading

<table>
<thead>
<tr>
<th>Level</th>
<th>Assessment</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual</td>
<td>Short Test</td>
<td>10</td>
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<tr>
<td>Individual</td>
<td>Exam</td>
<td>40</td>
</tr>
<tr>
<td>Group</td>
<td>Seminar Paper</td>
<td>20</td>
</tr>
<tr>
<td>Group</td>
<td>Presentation</td>
<td>10</td>
</tr>
<tr>
<td>Group</td>
<td>Case Study</td>
<td>20</td>
</tr>
</tbody>
</table>

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 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 prior to the beginning of the course.

Points and grades will be posted in Moodle as well. Please submit your assignments via Moodle.

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**247033 Special Topics in International Management – International Negotiation**

**Intensifying Course, 2.00 hours, 3.00 ECTS credits**

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>Wednesday, April 19,</td>
<td>13.45 – 17.00</td>
<td>Prof. Werner Auer-Rizzi</td>
</tr>
<tr>
<td>Wednesday, May 3,</td>
<td>13.45 – 15.15</td>
<td>Exam</td>
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<tr>
<td>Tuesday, May 9,</td>
<td>13.45 – 17.00</td>
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<tr>
<td>Thursday, May 11,</td>
<td>08.30 – 11.45</td>
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<tr>
<td>Wednesday, May 17,</td>
<td>13.45 – 17.00</td>
<td>Individual Timeslots for Feedback Consultations</td>
</tr>
<tr>
<td>Friday, May 19,</td>
<td>08.00 – 22.00</td>
<td>FINS Simulation</td>
</tr>
<tr>
<td>Tuesday, May 23,</td>
<td>13.45 – 17.00</td>
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</tbody>
</table>

**Lecturer**

Dr. Ambathur Elangovan PhD

**Contact**

gooffice_iim@jku.at

**Entry requirements**

Successful completion of at least one course in the area of International Management or International Business.

**Course Objectives**

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

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

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

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

Course Requirements

(1) Mid-term exam: “Getting to Yes” materials.

(2) Attendance is mandatory during all class sessions.

(3) Participation: Students are expected to participate fully and intensively in the class discussions, simulations, and the FINS exercise and de-briefing. Participation will be evaluated on the following criteria:
   a) Quality of preparation for the exercises, including familiarity with the reading material and FINS material.
   b) Quality of performance on the class simulations and FINS exercise.
   c) Quality of participation in the de-briefing sessions.
   d) Quality of contributions during discussion of concepts and readings.

(4) Group Report and Presentation: Student groups are expected to present their strategy planning, developments, implementation, and outcomes and key lessons learned in the FINS exercise. Special emphasis should be placed on a post-event analysis of what went right/wrong and why, and a discussion of insights into international, multi-party negotiating and "lessons learned" for the future. The report should also focus on intra-team dynamics and implications for multi-party negotiations (15-20 pages, double-spaced, size 12 fonts). The oral presentations will take place during the de-briefing session (10 minutes maximum per group). The group reports have to be handed in electronically a week later. Some points to structure the paper are:

1. What happened in the negotiation, i.e., what were the key events?
2. How did your group prepare for the negotiations?
3. How did your group and the others behave in this exercise?
4. What did you learn about yourself and others from this experience?
5. How did the context of a multi-party, "international" negotiation affect your behaviour and experience?
6. Specify the differences and similarities in dealing with the various parties
(governments, local companies, multinational companies, media) in this negotiation. What were the biggest challenges involved in dealing with each of these parties?

7. What did you learn about international negotiations from this situation? What advice would you give an international negotiator?

8. How do the concepts in lectures, readings and the basic negotiations course enrich your understanding of the process of international negotiation, its outcome, and your own style and performance?

9. What would you do that's the same or different in the future, or how would you like to behave in order to perform more effectively?

<table>
<thead>
<tr>
<th>Mid-term Exam</th>
<th>15 points</th>
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</thead>
<tbody>
<tr>
<td>Class Participation Participation – FINS Exercise Group Report</td>
<td>10 points</td>
</tr>
<tr>
<td>Group Presentation</td>
<td>20 points</td>
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<tr>
<td></td>
<td>40 points</td>
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<td></td>
<td>15 points</td>
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<tr>
<td>Overall</td>
<td>100 points</td>
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Institute of Management Accounting

282001 Management Control
Intensive Course, 2.00 hours, 3.00 ECTS credits

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<tr>
<th>Date</th>
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<tbody>
<tr>
<td>Wednesday, March 8th</td>
<td>13:45 – 15:15</td>
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<tr>
<td>March 8th to June 21st, 2023</td>
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<tr>
<td>Wednesday, June 21st</td>
<td>13:45 – 15:15</td>
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<tr>
<td>Wednesday, July 5th</td>
<td>13:45 – 15:15</td>
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Lecturer
MMag.a Dr.in Judith Frei, 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:

**Institute of Organization**

### 266001 Introduction to Organization

**Course**, 2.00 hours, 3.00 ECTS credits

**Tuesday**, 8.30 – 10.00, March 7th to June 27th, 2023

**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**


**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 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
266008 Advanced Topics in Organization and Innovation
Seminar, 2.00 hours, 3.00 ECTS credits

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

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266010 Research Seminar in Organization, Innovation and Entrepreneurship – Digital Platforms
Seminar, 2.00 hours, 3.00 ECTS credits

Lecturer
Mario Hackenbuchner, MSc MBA

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
This seminar focuses on basic knowledge of research methods and carrying out small research projects in the fields of organization, innovation, and entrepreneurship as preparation for a bachelor thesis.

Students possess a deeper understanding of organization, entrepreneurship and innovation theory and understand current trends and methods in the research fields. They are capable of suggesting ways to advance the current state of the art in research. Students have the ability to develop research questions and carry out small research studies.
Course content
Selected organization, innovation and entrepreneurship topics
Planning of research and research application in the field
Presentation and critical discussion of findings of field studies

Methods
Lecture, discussion, fieldwork (e.g., surveys, interviews), group work, and presentation

Assessment (preliminary; see syllabus)
Pre- and post-seminar assignments, term 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 Multimedia Studies Services at the Faculty of Social 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 2, Midterm exam
Tuesday, June 27, Final exam
Tuesday, September 19, Retake exam

Lecturer
Univ.-Prof. in Sophie Parragh Ph.D. and Mag. in 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

245311 Operations and Supply Chain Management
Course, 2.00 hours, 3.00 ECTS credits, weekly

Wednesday, 13.45 – 15.15
March 8th to June 28th, 2023
Wednesday, May 3, 13.45 – 15.15, Midterm exam
Wednesday, June 21, 13.45 – 15.15, Final exam

Lecturer
DI Markus Sinnl, PhD, Nicolas Forget, PhD

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.

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
Exams, quizzes

Required reading
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 8th to June 28th, 2023
Wednesday, June 21, 15.30 – 17.00, Final exam

Lecturer
Simon Currle, 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

245314 Transportation Logistics
Intensifying Course, 2.00 hours, 3.00 ECTS credits, weekly

Lecturer
tba

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

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

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
Homework
Presentation
Seminar Paper

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 6, | 13.45 – 17.00 |
| Monday, March 13, | 13.45 – 17.00 |
| Monday, March 27, | 13.45 – 17.00 |
| Monday, April 24, | 13.45 – 17.00 |
| Monday, May 15, | 13.45 – 17.00 |

Lecturer
Jihed Khiari, MSc

Entry requirements
JKU regular students must have completed the course and intensifying course “Operations and Supply Chain Management”, 6 ECTS or the module “Transportation Logistics”

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.
241063 International Marketing Cases
Intensifying Course, 2.00 hours, 3.00 ECTS credits

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<td>Tuesday, April 25</td>
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<td>Tuesday, May 16</td>
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Lecturer
Assoc. Prof. Dr. 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
Monday, 12.00 – 13.30
March 6th to June 26th, 2023

Lecturer
Dr. Peter Bräumann

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
Lecture; possibly additional (voluntary) homework assignments

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

251301 International Business Taxation
Intensifying Course, 2.00 hours, 3.00 ECTS credits
Wednesday, 10.15 – 11.45
March 8th to June 28th, 2023

Lecturer
Dr. Luketina Marina LL.M., Nadine Chiba, MSc

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

Entry requirements
JKU regular students must have completed the course “Basics of Business Taxation”, 3 ECTS. Incoming exchange students must have equivalent knowledge in the field.
Course objectives
The students have knowledge of consequences of business taxation in cross border cases and of methods for relief from double taxation. They can assess tax planning alternatives and know about transfer prices issues.

Course contents
Clarification of the following basic terms will be covered:
- Double tax treaties – OECD and UN Model
- Transfer pricing guidelines
- EU tax harmonization and tax cooperation
- WTO, GATT and GATS tax and tariff rules
- planning
- Tax procedure

Assessment
Student participation in solving cases in the classroom and as homework; written test at the end.

Methods
Analytic and problem-solving learning with case method.

Required Reading
Lang | Pistone | Schuch | Staringer | Rust | Kofler | Spies (Hrsg.), Introduction to European Tax Law on Direct Taxation; Lang, Introduction to the Law of Double Taxation Conventions.
Human Resource Development, Gender and Diversity Management

536002 Introduction to Gender and Diversity
Intensifying Course, 2.00 hours, 3.00 ECTS credits

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Lecturer
Dr. in Marietta Hainzer, MBA

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
Linz Institute of Technology

510001 Organizing Sustainability
Course, 2.00 hours, 3.00 ECTS credits

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Lecturer
Univ.-Prof. Dr. Thomas Gegenhuber

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

Course objectives
Organizations are embedded in a system of social relations. Customers, shareholders, non-governmental organizations, and governments are affected by an organization’s decision or seek to affect organizational decision making. In short, they are stakeholders. When organizing for sustainability (e.g., prioritizing environmental or social mission), it is critical to manage the stakeholders. 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 prioritize economic profits over sustainability considerations. Given that digital technologies impact how organizations interact with stakeholders, we will also consider the role of crowds and communities in the stakeholder management process.

In this course, you will learn about organizational theories allowing you to better understand various stakeholder management aspects, including resource dependence theory, stakeholder management theory, or institutional theory. Moreover, you will gain experience on how to apply these perspectives to contemporary sustainability phenomena or cases.

This course takes place online and I will prepare pre-recorded lectures which you need to watch before our brief check-in meetings. I teach this course together with a course at Leuphana University – this will give you an opportunity to interact and get to know students from another university.

Course objectives
- Students understand the importance and functioning of stakeholder management in organizing for sustainability
- Students understand essential theoretical perspectives for stakeholder management such as resource dependence theory or stakeholder theory
- Students are capable of acquiring scientific knowledge from primary sources and critically reflect on it

Reading

510003 Sustainable Business Practice
Seminar, 2.00 hours, 3.00 ECTS credits, 3rd year

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<tr>
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<td>17.15 – 20.45 Online</td>
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<td>Friday, June 2</td>
<td>10.15 – 15.15</td>
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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

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<td>Saturday, March 4</td>
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<td>Friday, May 12</td>
<td>8.30 – 11.00</td>
<td>Written Exam</td>
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<td>Friday, June 2</td>
<td>8.30 – 13.30</td>
<td>Case Presentations</td>
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<td>Friday, June 23</td>
<td>8.30 – 13.30</td>
<td>Book Presentations</td>
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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
### ECONOMICS COURSES – BACHELOR LEVEL

**Department of Economics**

<table>
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<tr>
<th>Course Code</th>
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<th>Credits</th>
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<td>239527</td>
<td>Introduction to Macroeconomics</td>
<td>3.00</td>
<td>2.00</td>
<td>Wednesday, 10.15 – 11.45</td>
<td>March 8th to May 3rd, 2023</td>
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**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

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<td>Introduction to Macroeconomics</td>
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<td>May 10th to June 29th, 2023</td>
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**Lecturer**
Malika Jumaniyzova, 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

239032 Introductory Microeconomics
Course, 2.00 hours, 3.00 ECTS credits, weekly

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April 27th to June 29th, 2023

Lecturer
Dr. Anja Prummer

Entry requirements
The Intensifying Course «Introduction to Microeconomics» is intended to be a complementary course to the Courses «Introduction to Microeconomics» (239700 or 239703, taught in German) and «Introduction to Microeconomics» (239521). 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

Dates to be announced in KUSSS

Lecturer
Assoz.Univprof. Dr. Matthias Fahn

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 have knowledge about the consequences of a firm’s financing decisions on incentives and opportunities in firms. They are 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 half of the lecture, 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**

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**239141 Behavioral Economics**
Course, 2.00 hours, 3.00 ECTS credits

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**Lecturer**
Assoz.Univprof. Dr. Matthias Fahn

**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

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March 6th to May 15th, 2023

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?

Topics from Organization and Management of Firms:
- Principles of firm organization: efficiency in firms
- Consequences of incomplete information: insurance, moral hazard, adverse selection, signaling
- How firms can optimally incentivize performance: Principal-Agent Problems
- Personnel and Human Resources Management: Compensation systems and motivation

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

Reading

239403 Economics of Inequality
Course, 2.00 hours, 3.00 ECTS credits, weekly

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March 9th to June 29th, 2023

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.

239401 Intermediate Econometrics
Course, 2.00 hours, 3.00 ECTS credits, weekly

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<td>Monday, March 6th to March 13th</td>
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<td>Monday, March 20th to July 3rd</td>
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<td>Monday, July 3rd</td>
<td>13.45 – 15.15, Final Exam</td>
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<td>Monday, September 18</td>
<td>13.45 – 15.15, Retake Exam</td>
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Lecturer
Priv.-Doz. Dr. 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.

The aim of the course (KS) Intermediate Econometrics is to provide students with an understanding of simple econometric models and to equip students with the ability to undertake, understand and critically assess empirical work. The 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.

Course content
Students will gain a deeper insight into multiple linear regression models and will learn how to apply these models to economic data.
• Probability Theory
• Bivariate Linear Regression Analysis (Recap)
• Multiple Linear Regression Analysis
• Model specification
• Binary variables
• Sources and consequences of endogeneity
• Identification
• 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 (30%) and an exam (70%). You need at least 30 percentage points from the exam in order to pass.

**Basic reading**

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**239402 Intermediate Econometrics**
Intensifying Course, 2.00 hours, 3.00 ECTS credits

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**Lecturer**
Priv.-Doz. Dr. 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 oder Empirical Economics provides a comprehensive introduction to Stata.

**Grading and assessment**
Grading is based on problem sets (50 %), and a written discussion (and presentation) of a scientific paper (50 %). 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**

Optional:

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**239440 Data Analysis and Economic Methods**
Seminar, 2.00 hours, 3.00 ECTS credits, weekly

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<th>Monday, 15.30 – 17.00</th>
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<tr>
<td>March 27th to May 8th, 2023</td>
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**Lecturers**
Assist.-Prof. Alexander Ahammer, PhD, Flora Stiftinger, MSc

**Entry requirements**
JKU regular students must have completed the Course and the Intensifying Course “Intermediate Econometrics”, 6 ECTS.
Incoming students need intermediate knowledge in econometric theory, in particular linear regressions.

**Course objectives**
Students deepen their knowledge of econometric methods and can critically assess and discuss the scientific quality of empirical economic papers using these methods.

**Course content**
This seminar covers selected advanced econometric methods. The focus is on methods that allow causal inference, such as instrumental variable estimation or regression discontinuity design or the difference-in-differences approach.

**Grading and assessment**
Grading is based on an in-class presentation and a seminar paper.
### 547E98 Academic Writing English (C1)

**Course, 2.00 hours, 3.00 ECTS credits, weekly**

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<tr>
<td>Wednesday, 13.45 – 15.15</td>
<td>March 8th, 2022 to June 28th, 2023</td>
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**Lecturer**

Dr. 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, 13.45 – 15.15
March 7th to June 16th, 2023

Lecturers
Univ. Prof. Dr. Margitta Mätzke, PhD, Scott L. Greer, PhD

Contact
Contact me via e-mail: margitta.maetzke@jku.at. I will not respond to e-mails asking questions that I have answered in class or on the Moodle-site. Office hours are Wednesday 14.00 – 15.30 in room HF 305. You are most welcome to come see me and ask all kinds of questions. The office hour is no telephone hotline; it is for speaking with people in person.

Goals and Contents
The course “Comparative Social Policy” seeks to acquaint students with central theoretical, conceptual, and methodological issues of comparative welfare state analysis. In reading a combination of methodological articles and examples of different comparative research designs, the class explores the crucial interface between theory building, conceptualization and empirical inquiry in qualitative comparative welfare state research. Students will practice how to present the theoretical claim of an academic article in a nutshell and then discuss the conceptual and methodological decisions that lie beneath different forms of producing knowledge about welfare state development.

The class consists of two parts:
1. The first section (week 2 – 5) gives an introduction to the purpose of comparative analysis; it provides an overview over the principal ways of conceptualizing and observing differences among welfare states and the main families of welfare state theories that seek to understand the causes of different developments in the social policy regimes of advanced industrial countries.
2. In the second part of the class (week 6 – 13) we will examine a number of examples of comparative welfare state analysis, covering a broad range of policy fields, countries, and theoretical arguments. Our task in reading these arguments is to first extract the key points of the theoretical arguments of the articles; after that we will look at the comparative methodology 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 mandatory introductory modules of the major “Sozialwirtschaft”.
• International students are most welcome in this class. It would be of advantage 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, required and optional readings are provided.
• It is essential that students are able and willing to read academic literature in English, and that they are able and willing to express their thoughts (both orally and in writing) in English. Intermediate, if not advanced knowledge of the English language is a precondition of participation in the class. You cannot expect to learn English during the class and at the same time understand the readings and follow class discussion. You cannot expect to pass the class without command of English; the exam will be in English, and use of dictionaries is neither efficient nor allowed on the exam.

547K02 Culture and Language Policies in the EU
Intensifying Course, 2.00 hours, 3.00 ECTS credits, weekly

Wednesday, 12.00 – 13.30
March 8th to June 28th, 2023

Lecturer
Dr. Dr. Yuliya Gencheva (Johannes Kepler University, Linz)

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

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

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

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

Teaching methods
Debate and discussion on topics covered by lectures and weekly readings, individual student research work, group presentations, short informal speeches.

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

<table>
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<tr>
<th>547xxx Intercultural Skills English (C1)</th>
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<tr>
<td>Course, 2.00 hours, 3.00 ECTS credits</td>
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<tr>
<td>Dates and Rooms to be announced in KUSSS</td>
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Lecturers
Jeffrey Campbell, MA
Yuliya Gencheva Ph.D.
Dr. Melanie Kerschner

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.

**536300 Introduction into Gender Studies in Science and Engineering**

**Lecture, 2.00 hours, 3.00 ECTS credits**

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<td>to June 28th, 2023</td>
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**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.

237004 Selected Topics in Practical Philosophy – Research Integrity (RCR), Environment and Artificial Intelligence
Seminar, 2.00 hours, 4.00 ECTS credits

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<td>Wednesday, June 28</td>
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1st Written Exam

2nd Written Exam

Lecturer
Dr. in Aline Potiron, MA

Course description
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.

Assessment and Grading
attendance and participation; written exam

231457 Technology and Society
Seminar, 2.00 hours, 6.00 ECTS credits

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<td>Tuesday, March 21</td>
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<td>Tuesday, May 2</td>
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<td>Tuesday, June 27</td>
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</table>
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, it’s 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 (not graded)
- Participation in the discussions of the seminar, working groups and presentation of the group’s results (not graded)
- Preparation of reading cards (50% 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

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<tr>
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<td>Saturday, April 22</td>
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<td>Saturday, April 29</td>
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<tr>
<td>Monday, May 8</td>
<td>8.30 - 13.30</td>
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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. Topics include

- Personnel assessment & selection
- Work-related attitudes such as job satisfaction or commitment
- Motivation to work
- Stress and well-being at work
- Groups, teams and teamwork

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

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

241009 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

<table>
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<tr>
<th>Units of Assessment</th>
<th>Weighting towards course Mark (%)</th>
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<tr>
<td>1.5 Hour Examination (closed book)</td>
<td>50</td>
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<tr>
<td>Group coursework (3000 words)</td>
<td>50</td>
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<td>Alternative Assessment: as above</td>
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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-to-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**


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

**266005 Organization**

**(M1 – Master Program 1st Year)**

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

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**Dates and Rooms to be announced in KUSSS**

**Lecturer**
a.Univ.-Prof. Dr. Johannes Lehner

**Course Content including Goals**

This course aims at providing students a solid understanding of organizations as important building blocks in modern society by introducing them to different forms of organizations and core theories of organization. The course will introduce different theoretical frameworks that have been central in organization studies, and emphasize the relevance and applicability of these theories in making sense of a broad range of organizational phenomena. The course will hereby provide an overview of critical decisions in the structuring of organizations and highlight the consequences of these decisions for individual, group or (inter-)organizational dynamics that are key to organizational success.

The course is divided into two parts: the first will cover organizations as “rational systems”, the second as “natural and open systems”. Topics include:

- Bureaucratic organizing
- Decision-making in organizations
- Full vs bounded rationality
- Organizational structure and design
- Contexts and environments of organizations
- Network forms of organizing
- New institutionalism
- Transaction cost economics
- Political organization, power and hierarchy

These theories and topics will be applied to changing organizational phenomena (e.g. dealing with crisis, accommodating sustainability demands, …).  

**Course objectives**

This course aims to:

- Provide students with an overview of central concepts and theories for describing and explaining behavioral and structural phenomena in and of organizations.
- Equip students with a solid understanding of management theories' boundary conditions and their practical applicability for understanding real-life phenomena.
• Enable students to take an analytical approach to the study of organizations, drawing on several theoretical perspectives simultaneously and comprehending complex and ambiguous relationships as they appear in organizations and in management in general.
• Provide students with skills in reading, understanding, and judging research articles and foster their ability to critically engage with current organizational phenomena in an informed way.
• Enable students to take a systemic perspective on typical management problems, considering both societal impact and the impact on people in organizations.

Learning outcomes

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

• LO1: Understand and evaluate different organizational structures and levels, practices and processes of organizing. [business management qualification, cognitive skills, analytical skills]
• LO2: Analyze and diagnose organizational problems related to organizational design, interorganizational relationships and responding to societal needs from different theoretical perspectives. [analytical skills, problem-solving skills]
• LO3: Evaluate theories and ideas to formulate concise and insightful solutions to current organizational problems, including globalization, digitalization, sustainability or crisis management [analytical skills, problem-solving skills]
• LO4: Apply theoretical knowledge in groups to analyze real-life problems and develop solutions [social skills, intercultural skills, analytical skills, problem-solving skills]
• LO5: Understand the way in which digital technology impacts on organizational structures and processes. [business management qualification]

Assessment Strategy

Range of assessment methods:

• In line with LO1: A short mid-term exam with mainly yes/no questions and some open questions will be posed (30 points max.)
• In line with LO2, 3 and 5: A second exam that asks students to analyse a case and apply the concepts and theories learned will be posed at the end (40 points max.)
• In line with LO4 and 5: Students will be asked to analyse a case study in groups and present their results in class (30 points max.)

Study Material

Textbooks


Articles (selection; changing depending on topic focus)

• Mintzberg, H. The Structuring of Organizations. Online PDF.
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).

Synching 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


Case studies

- Other case studies will be communicated before the start of the class.

Complementary Textbooks and Readings: to be announced
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

- (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:

• 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.inn Dr.inn 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


- 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 analyse 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, 231107 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

- (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.

245004 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.

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**Interpersonal Skills and Intercultural Competence**

**247041, 247042 Intercultural Competence**
(M1 – Master Program 1st Year)
Seminar, 2.00 hours, 2.00 ECTS credits

Dates and Rooms to be announced in KUSSS

Lecturer
Max Kuchenbauer MSc

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 offer 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:

<table>
<thead>
<tr>
<th>Assignment Type</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Two group assignments (20% each)</td>
<td>40%</td>
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<tr>
<td>Two reflective essays (20% each)</td>
<td>40%</td>
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<tr>
<td>Class participation</td>
<td>20%</td>
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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


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, David Blum MSc

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.)
- 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

- 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 effectiveness 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: Individual task + Role Play + Peer Feedback / Course participation assessment / Focus task
- 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:**

**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:**

**Sales and people management:**

**Personal development – becoming a sales person:**

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**Competence Area – Marketing and Global Marketing in a Digital World**

**241017 Global Communication 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 global communication and social media includes:
- 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
- Communication decisions, e.g. communicating value, target groups, standardization of advertising messages and communication channels
- Foundations of social media marketing, e.g. shift from seller to buyer initiative
- 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 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 at 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

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

241012 Global 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

- 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 Marketing Instruments
(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
Sarah Amsl, MSc., Teresa Schwendtner, MSc.

Course Content including Goals

The course focuses on the interplay between marketing instruments and their application in practice, augmented with current trends and contemporary issues. 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 marketing related issues through constructing, collecting, analyzing and interpreting primary data (qualitative and quantitative research methods). As an outcome of this evaluation students propose ways on how to deploy marketing instruments to develop, communicate and deliver improved value propositions related to particular case settings.

Objectives

This course aims to:

- Introduce a range of marketing research strategies and current issues to understand how different marketing instruments influence consumer, the overall market and organizations.
Equip students with a sound understanding of the process of implementing sets of marketing instruments.
Provide students with techniques and tools for analysis methods in marketing research.
Enable students to integrate marketing instruments and strategies in practice.

Learning outcomes:

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

- LO1: Appreciate the composition of marketing instruments and their implementation in today's dynamic markets. [subject knowledge]
- LO2: Synthesize knowledge of how to employ marketing instruments in a real-life case setting. [cognitive/analytical]
- LO3: Accurately identify and apply marketing instruments and strategies within different contexts. [cognitive/analytical]
- LO4: Critically evaluate various marketing instrument applications within a specific context. [cognitive/analytical]
- LO5: Apply decision making skills related to specific marketing instruments. [professional/practical skills]
- LO6: Discuss and evaluate various marketing instrument applications. [professional/Practical skills]
- LO7: Analyze key drivers affecting the use of marketing instruments in general. [professional/practical skills]
- LO8: Demonstrate the ability to formulate and present a whole research project comprehensible and clear. [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

Interactive Component: The assessment strategy is designed to provide students with a practical opportunity to apply theoretical concepts of marketing management and instruments and demonstrate their theoretical and practical understanding associated with marketing management and instruments. Furthermore, it helps to apply theoretical knowledge in research methods to practical examples.

- Groupwork (about 3 students) – allocation is based on the research topics (students can select topic of their choice)
- Scope: 1,500 words per student (± 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%

Study Material

Compulsory reading:

- Set of Slides

Supplementary Readings:

- 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
6 ECTS Marketing Management at master level (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

- Readings package (journal articles, book chapters)
- Presentation slides
- Case study text

(The relevant materials can be retrieved from KUSSS)
Course Content including Goals

Indicative content in the context of relationship marketing includes:

- Concepts of relationship marketing
- Models and approaches to RM
- Loyalty, retention and churn
- Role of customer service and quality in RM
- CRM and RM
- Capture of data and database Management
- Aspects of social responsibility in RM
- Digital activity and RM
- Need for planning for RM

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

- Participation and engagement (20 % - individual)
- Case study presentation (40 % - group)
- Coursework 2,000 words (40 % - individual)

Study Material

Compulsory reading:

- Fader, Peter; Customer Centricity, Wharton Digital Press (ISBN: 9781613630167)
- Fader, Peter; Toms, Sarah; The Customer Centricity Playbook, Wharton Digital Press (ISBN: 9781613630907)

Supplementary Reading: Details of relevant journal articles and useful web sites will be provided throughout the teaching of the course.

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)

Seminars, 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**

Dr. Arne Keller

**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 on 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 I Course participation
- L05: Term paper I 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
6 ECTS Leadership, Human Resource Management, and Change 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 chance 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**

Two major components: presentations and reflection work

Presentation:

• Literature analyzing in groups concerning of the used paradigm and the usability in practice in digital transformation project
• Discussion of the presentation in plenum

Reflections

• Reflections during the seminars
• Final reflection paper

**Study Material**

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

**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**

6 ECTS Leadership, Human Resource Management, and Change 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)
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**

**Articles**
- 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
- Further readings based on the specifics of the business cases.
- 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 globalisation (trends / industries becoming global vs. local)
- Strategic advantages to build your strategy on (company-specific & firm-specific)
- Types of Internationalisation 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 internationalisation 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

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
6 ECTS Strategic and International Management at master level (no bachelor courses)

Lecturer
Edit Juhász MSc

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

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

**269065 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**
Mag. Philipp Kranewitter

**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 ensure 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: Identify the conceptual and scientific foundation of business models and related topics in general and in relation to sustainability and digitalization. [subject knowledge]
- LO2: Develop new business models based on conceptual frameworks. [transferable skills]
- LO3: Identify and explicate the logical relationships between elements of a business model. [cognitive/analytical]
- LO4: Analyze concepts related to business models and are able to discuss selected topics in detail. [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**

- 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.
Master's Program Leading Innovative Organizations

Entry requirements
Students must be enrolled in the Master Program “Management” 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”

266027 KS: CI1 Innovation networks and alliances
(M1 – Master Program 1st Year)
Course, 2.00 hours, 3.00 ECTS credits

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Lecturer
Univ.-Prof. Dr. Elke Schüßler

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

266028 SE: CI1 Innovation networks and alliances
(M1 – Master Program 1st Year)
Seminar, 1.00 hours, 3.00 ECTS credits

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<tr>
<th>Date</th>
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<tbody>
<tr>
<td>Wednesday, June 28</td>
<td>9:15 – 18:00</td>
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<tr>
<td>Thursday, June 29</td>
<td>9:15 – 18:00</td>
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Lecturer
Univ.-Prof. Dr. Elke Schüßler
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 Cl2: Financial Analysis
(M1 – Master Program 1st Year)
Course, 2.00 hours, 3.00 ECTS credits

<table>
<thead>
<tr>
<th>Tuesday, April 18</th>
<th>8:30 – 16:15</th>
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<tr>
<td>Friday, June 23</td>
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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

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<thead>
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<th>Date</th>
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<tr>
<td>Friday, March 10</td>
<td>9:15 – 18:00</td>
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<tr>
<td>Tuesday, March 14</td>
<td>9:15 – 20:30</td>
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Lecturer
Prof. Dr. Thomas Gegenhuber

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 “Management skills II”

267011 SE : MS3: Leadership skills
(M1 – Master Program 1st Year)
Seminar, 1.00 hours, 3.00 ECTS credits

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<tr>
<td>Monday, March 20</td>
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<tr>
<td>Tuesday, March 21</td>
<td>9:15 – 15:15</td>
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Lecturer
Assoz.- Univ.- Prof. Dr. Barbara Müller

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

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<th>Date</th>
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<tbody>
<tr>
<td>Tuesday, April 25</td>
<td>9:15 – 12:45</td>
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<tr>
<td>Tuesday, May 2</td>
<td>9:15 – 12:45</td>
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<tr>
<td>Tuesday, May 16</td>
<td>9:15 – 12:45</td>
</tr>
<tr>
<td>Tuesday, May 23</td>
<td>9:15 – 12:45</td>
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</tbody>
</table>

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
Lecturer
Univ.-Prof. in Dr. in Elke Schüßler

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

<table>
<thead>
<tr>
<th>Lecturer</th>
<th>Univ.-Prof. Dr.in Doris Weichselbaumer</th>
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<tbody>
<tr>
<td><strong>Entry requirements</strong></td>
<td>Advanced knowledge in microeconomics is expected.</td>
</tr>
<tr>
<td><strong>Course objectives</strong></td>
<td>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).</td>
</tr>
</tbody>
</table>

**Main Literature**

239317 Gender Aspects in Economics
Seminar, 2.00 hours, 3.00 ECTS credits, weekly

<table>
<thead>
<tr>
<th>Lecturer</th>
<th>Dr.in Anja Prummer</th>
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</thead>
<tbody>
<tr>
<td><strong>Contact information</strong></td>
<td>For handing in assignments, questions or problems please contact the lecturer at <a href="mailto:a.prummer@jku.at">a.prummer@jku.at</a></td>
</tr>
<tr>
<td><strong>Entry requirements</strong></td>
<td>Students are expected to attend the course 239307 Gender Aspects in Economics in parallel.</td>
</tr>
<tr>
<td><strong>Course Objectives</strong></td>
<td>The seminar expands on selected topics discussed in Feminist Economics such as discrimination, gender disparities in the labour 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.</td>
</tr>
<tr>
<td><strong>Assessment/Grading</strong></td>
<td>Students are assigned literature which they are required to present and to summarise in a thesis.</td>
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<tr>
<td><strong>Literature</strong></td>
<td>Selected handbook chapters and refereed journal articles will be assigned at the beginning of the course.</td>
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</table>


### 239132 Advanced International Trade

Course, 2.00 hours, 4.00 ECTS credits

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<tr>
<td>Monday, March 6,</td>
<td>08.30 – 11.45</td>
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<td>Monday, March 13,</td>
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<td>Monday, March 20,</td>
<td>08.30 – 11.45</td>
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<td>Monday, March 27,</td>
<td>08.30 – 11.45</td>
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<td>Monday, April 17,</td>
<td>08.30 – 11.45</td>
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<td>Monday, April 24,</td>
<td>08.30 – 11.45</td>
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<tr>
<td>Wednesday, May 3,</td>
<td>17.15 – 18.45, Final Exam</td>
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<tr>
<td>Tuesday, May 16,</td>
<td>17.15 – 18.45, Retake Exam</td>
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**Lecturer**
Dr. in Karin Mayr-Dorn

**Entry requirements**
Good knowledge in microeconomic theory, mathematics for economists, and econometrics. Prior introduction to international trade is a plus.

**Course objectives**
The goal of this course is to gain a basic understanding of both traditional and new trade theory. After the course, students should be able to explain the main theories and empirical findings from the international trade literature. They should also be able to work with the formal models used in international trade at a basic level, and apply theoretical concepts to policy questions.

**Content**
We cover the following themes, based on the books used for the course (see below).

<table>
<thead>
<tr>
<th>Traditional trade theory</th>
<th>Comparative advantage and the Ricardian model</th>
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<tbody>
<tr>
<td></td>
<td>F: Chapter 1, M: Chapter 3</td>
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<tr>
<td>Factor abundance</td>
<td>F: Chapters 1-2, M: Chapters 4-7</td>
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<tr>
<td>and the Heckscher-Ohlin</td>
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<tr>
<td>model</td>
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<tr>
<td>New trade theory</td>
<td>Increasing returns and monopolistic</td>
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<td></td>
<td>competition</td>
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<tr>
<td></td>
<td>F: Chapter 5, M: Chapter 14</td>
</tr>
<tr>
<td>The gravity equation</td>
<td>F: Chapter 5</td>
</tr>
<tr>
<td>New new trade theory</td>
<td>Heterogeneous firms</td>
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<tr>
<td></td>
<td>F: Chapter 6</td>
</tr>
<tr>
<td>Trade policy</td>
<td>Gains from trade and regional trade agreements</td>
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<tr>
<td></td>
<td>F: Chapter 7</td>
</tr>
</tbody>
</table>

**Grading and assessment**
Grading is based on problem sets (20%) and a final exam (80%). A minimum of 50% of the total is necessary for passing the course.

**Required reading**
The textbooks for this course are Feenstra, R. (2016), Advanced International Trade: Theory and Evidence, 2nd edition, Princeton University Press (F) and van Marrewijk, C. (2012), International Economics, Theory, Application, and Policy, 2nd edition, Oxford University Press (M). Additional material, such as course slides and problem sets, will be made available via Moodle.

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### 239503 The Multinational Firm in the Global Economy

Course, 2.00 hours, 3.00 ECTS credits, weekly

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<thead>
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<tbody>
<tr>
<td>Monday, May 8,</td>
<td>08.30 – 11.45</td>
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<td>Monday, May 15,</td>
<td>08.30 – 11.45</td>
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<td>Monday, May 22,</td>
<td>08.30 – 11.45</td>
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<td>Monday, June 12,</td>
<td>08.30 – 11.45</td>
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<td>Monday, June 19,</td>
<td>08.30 – 11.45</td>
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<tr>
<td>Monday, June 26,</td>
<td>09.00 – 10.00, Final Exam</td>
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<tr>
<td>Monday, July 10,</td>
<td>09.00 – 10.00, Retake Exam</td>
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</table>
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

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
Wednesday, 8.30 – 10.00
March 8th to June 28th, 2023

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

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<tr>
<td>Tuesday</td>
<td>12.00 – 13.30</td>
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<tr>
<td>Wednesday</td>
<td>13.45 – 15.15</td>
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March 7th to June 28th, 2023

**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@ku.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**
Regular problem sets; Policy briefs incl. presentation; Final exam

**Literature**
- „Labor Economics“ by Pierre Cahuc, Stephane Carcillo, and Andre Zylberberg
- Selected articles covering the latest empirical evidence
- „Labor Economics“ by Pierre Cahuc, Stephane Carcillo, and Andre Zylberberg
- Selected articles covering the latest empirical evidence

### 239428 Public, Health, and Environmental Economics II

**Course**
4.00 hours, 6.00 ECTS credits

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<td>Thursday</td>
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March 9th to June 29th, 2023

**Lecturer**
Univ.-Prof. Dr. Ulrich Glogowsky

**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

| Friday,  
| 10.15 – 11.45  
| March 10th to June 30th, 2023 |

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

Further literature recommendations will be distributed in class

239702 Epidemiology and Empirical Health Economics
Course, 2.00 hours, 4.00 ECTS credits, weekly

| Tuesday,  
| 13.45 – 15.15  
| from March 7th to June 20th, 2023 |

Lecturer
Mag. Wolfgang Frimmel PhD

Contact
wolfgang.frimmel@jku.at

Entry requirements
Basic knowledge in Microeconomic Theory and Empirical Economics necessary
Course description
Students learn the basic concepts of epidemiology as well as the empirical basics in health economics to understand and discuss recent epidemiological or health economics studies.

Course content
Epidemiological indices (prevalence, incidence, odds-ratios, specificity…), epidemiology of infectious diseases with focus on Sars-Cov-2, causality in epidemiological studies, empirical methods in epidemiology and health economics (randomized controlled trials, difference-in-differences method, duration models, Kaplan-Meier estimator), discussion of current health economic and epidemiological studies.

Grading
Exam and presentations

Reading
tba in the course

239002 Economics of Digital Markets
Course, 2.00 hours, 4.00 ECTS credits, weekly
Wednesday, 13.45 – 15.15
March 8th to June 28th, 2023

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
Acquist, Taylor, und Wagman, Economics of Privacy (2016)

239225 Microeconometrics
Course, 2.00 hours, 4.00 ECTS credits, weekly
Tuesday, 12:00 – 13:30
from March 7th to June 27th, 2023

Lecturer
Dr. Bernhard Schmidpeter

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

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

Course Description
In this course, we will examine and discuss several state-of-the-art microeconometric methods on an intermediate level. Topics include binary choice models, selection models, instrumental variables, and control function approaches. If time permits, we will also discuss quantile regression and distributional methods as well as bounds and partial identification. In practice sessions, we will implement the discussed methods using the programming language R.

Course Outline:
We will cover the following topics:

- Introduction to R
- Discrete Choice. Topics Include:
  - Linear Probability Model
  - Non-Linear Probability Model and Re-cap of Maximum Likelihood
  - Probit and Logit Models
- Censoring, Truncation, and Selection Models. Topics include:
  - Tobit Model
  - Normal Selection Model (Heckit)
  - Semi-/Non-Parametric Selection Models
  - (Outcome-Driven Selection Models)
- Instrumental Variables and Control Functions. Topics Include:
  - Instrumental Variable (IV) Estimation
  - Control Function Approaches
  - (IV in Non-Linear Models)
- Further Topics (if time permits):
  - Quantile Regression
  - Quantile Regression with endogenous variables (Quantile IV Regression)
  - Distribution Regression
  - Bounds and Partial Identification

Grading
The grading will consist of: problem sets 25 %, final (take-home) exam 65 %, and class participation 10%

Literature
Cameron and Trivedi, 2005, Microeconometrics — Methods and Applications, Cambridge University Press
Selected articles (a list will be made available prior to the start of the course)

239214 Online Marketplace
Lecture and Tutorial, 4.00 hours, 6.00 ECTS credits
Friday, 8.30 – 11.45
March 10th to March 31st, 2023
Further blended learning through moodle.jku.at videos
Thursday, July 6, 12.00 – 13.30, Final Exam
Thursday, September 28, 12.00 – 13.30, Retake Exam

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
- 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

<table>
<thead>
<tr>
<th>Monday</th>
<th>9.15 – 11.45</th>
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<tr>
<td>March 6th to June 26th, 2023</td>
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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
Additional literature will be announced during the course.
COURSES - Master program Business Informatics

258410 Data Mining
Lecture, 2.00 hours, 3.00 ECTS credits

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<tr>
<th>Lecture</th>
<th>Time</th>
<th>Exam</th>
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<tbody>
<tr>
<td>Monday,</td>
<td>12.00 – 13.30</td>
<td>Final Exam</td>
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<tr>
<td>March 6th to June 28th, 2023</td>
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<td>Final Exam</td>
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<tr>
<td>Wednesday, June 28,</td>
<td>18.00 – 19.45,</td>
<td>Retake Exam</td>
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<tr>
<td>Wednesday, September 27,</td>
<td>17.15 – 19.45,</td>
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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

Supplemental Literature:

Other supplemental literature will be announced each semester.

258415, 25416, 258417 Data Mining
Tutorial, 2.00 hours, 3.00 ECTS credits

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<tr>
<th>Tutorial</th>
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<tbody>
<tr>
<td>258415</td>
<td>Monday,</td>
<td>10.15 – 11.45 or</td>
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<td>258416</td>
<td>Monday,</td>
<td>13.45 – 15.15 or</td>
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<tr>
<td>258417</td>
<td>Monday,</td>
<td>15.30 – 17.00</td>
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<tr>
<td>March 13th to June 26th, 2023</td>
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Lecturer
Assoz.-Prof. Dr. Christoph Schütz, Bashar Ahmad M.Sc.
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: Metaheuristics
Seminar, 2.00 hours, 6.00 ECTS credits

Lecturers
tba

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**

Burke, Kendall: Search Methodologies, Introductory Tutorials in Optimization and Decision Support Techniques. Springer. 2005
Additional literature will be announced during the course.
COURSES - Master program Statistics

238233 Experimental Design
Combined Course, 2.00 hours, 4.00 ECTS credits

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<tr>
<th>Wednesday</th>
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<td>March 8th to June 28th, 2023</td>
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Lecturer
Assoz. Univprof. Dr. Milan Stehlik

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

238241 Statistical Principles of Data Science
Combined Course, 3.00 hours, 6.00 ECTS credits

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<th>Tuesday</th>
<th>15.30 – 17.00</th>
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<tr>
<td>Thursday</td>
<td>12.00 – 12.45</td>
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<td>March 7th to June 29th, 2023</td>
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Lecturer
Assoz. Univprof. Dr. Milan Stehlik, Yuexuan Wang MSc, Yuehao Xu MSc

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**

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**238231 Advanced Statistical Inference**
Lecture, 2.00 hours, 4.00 ECTS credits

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<th>Wednesday, 13.45 – 15.15</th>
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<td>March 9&lt;sup&gt;th&lt;/sup&gt; to June 29&lt;sup&gt;th&lt;/sup&gt;, 2022</td>
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**Lecturer**
Asoz. Univprof. Dr. Milan Stehlik

**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**

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**238240 Advanced Statistical Inference**
Tutorial, 2.00 hours, 6.00 ECTS credits

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**Lecturers**
Yuexuan Wang MSc, Yuehao Xu MSc

**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**

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**238344 Bayes Statistics**
Combined course, 2.00 hours, 4.00 ECTS credits

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**Lecturer**
Asoz. Univ.-Prof. Dr.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
Albert J. (2009). Bayesian computation with R.

238207 Statistical Learning
Combined Course, 2.00 hours, 4.00 ECTS credits

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<th>Tuesday,</th>
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<td>March 17th to June 27th, 2023</td>
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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

238205 Statistical Applications
Seminar, 2.00 hours, 6.00 ECTS credits

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Lecturer
Assoz. Univprof. Dr. Milan Stehlik

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
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