

**JOHANNES KEPLER
UNIVERSITY LINZ**

Course Brochure

Faculty of Social Sciences, Economics and Business

Courses taught in English

Fall 2024/2025

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Important

Important

Important

Because there might be changes to the schedule, please check KUSSS regularly.

Teachers may send out emails, therefore, please ensure that your email address in the KUSSS-system is one that you are checking on a regular basis.

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Faculty of Social Sciences, Economics and Business

BUSINESS COURSES – BACHELOR LEVEL

Institute of Entrepreneurship

281450 Entrepreneurial and Leadership Skills

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

Tuesday, October 8,	08.30 – 11.45
Tuesday, October 15,	08.30 – 11.45
Tuesday, October 29,	08.30 – 11.45
Tuesday, November 12,	08.30 – 11.45
Tuesday, November 26,	08.30 – 11.45
Tuesday, December 3,	08.30 – 11.45
Tuesday, December 10,	08.30 – 11.45

Lecturer

Dr. Florian Köhne, Lukas Schnell, MSc

Entry requirements

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

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

Course objectives

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

Course content

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

Methods

Interactive and practice-oriented

Assessment

Presentations and term paper

281460 Advanced Topics in Innovation and Entrepreneurship: Creating entrepreneurial settings

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

Wednesday, October 9,	13.45 – 17.00
Wednesday, October 23,	13.45 – 17.00
Wednesday, November 13,	13.45 – 17.00
Wednesday, November 27,	13.45 – 17.00
Wednesday, December 11,	15.30 – 18.45
Thursday, December 12,	13.45 – 17.00

Lecturer

Prof.ⁱⁿ Dr.ⁱⁿ Elisabeth Berger

Entry requirements

JKU regular students must have completed 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 seminar “Entrepreneurial and Leadership Skills” and the “Research Seminar in Organization, 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 – Case study research in Entrepreneurship

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

Tuesday, October 8,	15.30 – 18.45
Tuesday, October 22,	15.30 – 18.45
Tuesday, November 5,	15.30 – 18.45
Tuesday, November 19,	15.30 – 18.45
Tuesday, December 3,	15.30 – 18.45
Tuesday, December 10,	15.30 – 18.45
Tuesday, January 21,	15.30 – 18.45

Lecturer

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

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

Monday, 17.15 – 18.45

October 7th to December 16th, 2024

Monday, December 2, 17.15 – 18.45

Final exam

Monday, December 16, 17.15 – 18.45

Retake exam

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

Institute of Financial Accounting and Auditing

250910 Basics of International Financial Reporting and Perspectives on Digitalization

Course, 2.00 hours, 3.00 ECTS credits

Thursday, November 14,	13.45 – 17.00	
Thursday, November 21,	13.45 – 17.00	
Thursday, November 28,	13.45 – 17.00	
Thursday, December 5,	14.30 – 16.15	Mid-term exam
Thursday, December 12,	13.45 – 17.00	
Thursday, December 19,	13.45 – 17.00	
Thursday, January 16,	13.45 – 17.00	
Thursday, January 23,	13.45 – 17.00	
Thursday, January 30,	14.30 – 16.15	Final exam
Thursday, February 13,	10.15 – 11.45	Retake exam

Lecturer

Univ.-Ass. Sabine Maria Graschitz, PhD

Course objectives

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

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

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

Course contents

The course covers the following topics:

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

Assessment

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

Methods

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

Study Material

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

Institute of International Management

247024 Introduction to Strategy & International Management

Course, 2.00 hours, 3.00 ECTS credits

Wednesday, October 2,	10.15 – 13.30	
Wednesday, October 9,	10.15 – 13.30	
Wednesday, October 16,	10.15 – 13.30	
Wednesday, November 6,	10.15 – 13.30	
Wednesday, November 13,	10.15 – 13.30	
Wednesday, November 20,	10.15 – 13.30	
Wednesday, December 11,	12.00 – 13.30	Online exam
Wednesday, January 15,	10.15 – 11.45	Online retake exam
The course takes place online from 10.15 – 11.45 and in class from 12.00 – 13.30		

Lecturer

Prof.ⁱⁿ Dr.ⁱⁿ Henriett Primecz

Contact

For questions or problems please contact henriett.primecz@jku.at

Course objectives

1. to know and understand basic theories and models in strategic and international management and important management tools and methods.
2. to discuss strategic and international topics along the strategy process.
3. to develop critical perspectives.
4. to expand students' personal and social skills.
5. to be able to transfer theoretical knowledge into practice using case studies.

Course Content and Structure

The course deals with current issues and challenges in strategic and international management. Students will familiarize themselves with basic theories and models in strategic and international management and learn about important management tools and methods. The focus is also on cultural aspects of international management. After completing the course, students will be able to examine strategic and international topics along the strategy process. In addition, students will be able to transfer theoretical knowledge into practice. This course encourages active participation and cooperative learning in a face-to-face or online format.

Main topics:

1. Strategy and strategic management
2. Strategic analysis: market and environmental analysis & company analysis
3. Strategy formulation: strategic options & strategic decision
4. Strategy implementation: strategy implementation & strategic change
5. Models and theories of international management at the macro, organizational, and individual level

Methods of Teaching and Learning

Various methods are used in the interactive teaching format to achieve the teaching and learning objectives:

- Lecturing supported by slides and literature
- Self-directed learning with the help of specified literature and materials
- Impulse(s) from experts on selected topics
- Real-life case studies to apply methods and models learned in the course
- Plenary discussions and interactive group exercises

Learning Outcomes

Competencies (CEUS)

Learning Outcome 1: Students can apply basic theories and models in strategic and international management. They can analyze and evaluate strategic and international topics throughout the strategy process in organizations.

Skills (CEUS)

Learning Outcome 2: Students can apply strategic and international management methods to analyze existing companies or company divisions.

Learning Outcome 3: Students are able to carry out market and company analyses and derive strategic options from them.

Learning Outcome 4: Students are able to shed light on the challenges of international management and derive and discuss recommendations for action.

Learning Outcome 5: Students can evaluate strategic options and discuss their possible effects. They are able to make strategic decisions and explain them with reference to the literature.

Knowledge (CEUS)

Learning Outcome 6: Students combine and evaluate strategic and international management concepts, models, and methods.

Learning Outcome 7: Students know the basic models and methods of strategic and international management, including the implementation and evaluation phases

Requirements and Grading

A maximum of 100 points can be achieved in total. Minimum requirement: 60 % of the total points.

The performance criteria include a semester practical project paper (max. 50 points) and course assignments and written tests (max. 50 points).

The offered grade can be replaced by a written final exam.

Feedback: Constructive feedback on the case studies discussed during the course and in writing on each individual examination.

LO1-LO7: Seminar paper, term papers, and written examinations or post-examination

Course Material

- Bright, David S. et al. Principles of management. Open-source textbook by Openstax (openstax.org). Houston: Rice University (current edition).

- Deresky, H. International management: Managing across borders and cultures. Boston et al.: Pearson (current edition).

- Steers, R. M., Osland, J. S., & Sz kudlarek, B. Management across cultures: Challenges, strategies, and skills. Cambridge University Press (current edition).

Further up-to-date academic literature complements the course readings.

247063 Basics in International Business and Market Entry

Intensifying Course, 2.00 hours, 3.00 ECTS credits

Monday, October 7,	8.30 – 11.45	
Monday, October 14,	8.30 – 11.45	
Monday, October 21,	8.30 – 11.45	
Monday, October 28,	8.30 – 11.45	
Monday, November 4,	8.30 – 11.45	Simulation
Monday, November 11,	8.30 – 11.45	Final exam

Lecturers

Jeannine Oelschuster, BA MA

Contact

For questions or problems please contact: jeannine_madeleine.oelschuster@jku.at

Course Objectives

The course focuses on the development of a basic and fundamental understanding of international business and its factors related to entering and working in international markets

- To understand globalization and its influences on international business.
- To know the relevant theories and frameworks used in international business.
- To grasp the foundations of international business by looking at the environment and connected issues that are political/legal, economic, cultural institutional and fiscal
- To explore international trade and trade theories as well as foreign direct investment as well as their connection to international business
- To learn about multicultural organizations and their competitiveness

- To understand stakeholder analysis, corporate social responsibility & emerging issues in international business
- To learn about the different forms of entering and working in international markets.
- To bridge the theory-practice divide through gaining practical insights via case studies.

Course Content and Structure

The course has six sessions (classes) in total. In the last one the final exam will take 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.

The classes are in-person. 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

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.

Level	Assessment	Percentage
Group	Simulation	20%
Group	Case Study Analysis	20%
Individual	Mid-Term (Short) Test	20%
Individual	Final Exam	40%
	Maximum:	100%

Planned Dates and Times: Please check KUSSS for final times and rooms!

Discipline Rules

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.

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

Sustainability Policy

As a department that strives to promote environmental sustainability, we encourage you to consider the environment and refrain from printing the readings on Moodle.

Contact

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.

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

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

247005 International Business

Course, 2.00 hours, 3.00 ECTS credits

Monday, October 7,	13.45 – 17.00	
Monday, October 14,	13.45 – 17.00	
Monday, October 21,	13.45 – 17.00	
Monday, October 28,	13.45 – 17.00	
Monday, November 4,	13.45 – 17.00	
Monday, November 11,	13.45 – 17.00	Final Exam

Lecturers

Jeannine Madeleine Ölschuster, BA MA

Contact

For questions or problems please contact: jeannine_madeleine.oelschuster@jku.at

Entry requirements

This course is open to international students without further requirements.

Course Objectives

The course focuses on the development of a fundamental and deep understanding of international business and its global influencing factors.

- To understand globalization and its influences on international business.
- To know the relevant theories and frameworks used in international business.
- To grasp the foundations of international business by looking at the environment and connected issues that are political/legal, economic, cultural institutional and fiscal
- To explore international trade and trade theories as well as foreign direct investment as well as their connection to international business
- To learn about multicultural organizations and their competitiveness
- To understand stakeholder analysis, corporate social responsibility & emerging issues in international business
- To bridge the theory-practice divide through gaining practical insights via case studies.

Course Content and Structure

The course has six sessions (classes) in total. In the last one the final exam will take 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.

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

Requirements and Grading

Level	Assessment	Percentage
Group	Presentation	20%
Group	Case Study Analysis	20%
Individual	Mid-Term (Short) Test	20%
Individual	Final Exam	40%
	Maximum:	100%

For a passing grade students must obtain at least 50 per cent in each category AND at least 60 per cent of the total points. The final grade will be calculated according to the following formula: 0-59.5 (5); 60-69.5 (4); 70-79.5 (3); 80-89.5 (2); 90-100 (1).

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

Planned Dates and Times: Please check KUSSS for final times and rooms!

Discipline Rules

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.

Moodle Support

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Sustainability Policy

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

247004 International Market Entry

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

Monday, November 25,	13.45 – 17.00	
Wednesday, November 27,	13.45 – 17.00	
Monday, December 2,	13.45 – 17.00	
Monday, December 9,	13.45 – 17.00	
Monday, December 16,	13.45 – 17.00	Final Exam

Lecturer

Maximilian Kuchenbauer, MSc

Contact

For questions or problems please contact: maximilian.kuchenbauer@jku.at

Entry requirements

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

Course Objectives

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

Course Structure

The course is comprised of 5 sessions. International Market Entry is an integrating module that aims to combine theoretical and practical insights into how companies manage international expansion and maintain international operations with the help of strategic management.

Building on the knowledge gained in the course “International Business”, we now closely look at the multinational company (MNC) and how it acts, and reacts in the global arena. New concepts and theoretical frameworks are learned through an integrated blend of lectures, a case study, a simulation, group work and in class discussions. As learning occurs through class discussions, attendance of all lectures is expected for their whole duration. Active in-class participation in the discussions and group exercises are essential for you to get the full value from the class.

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

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

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

Assessment and Grading

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

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

For a passing grade students must obtain at least 50 per cent in each category AND at least 60 per cent of the total points. The final grade will be calculated according to the following formula: 0-59.5 (5); 60-69.5 (4); 70-79.5 (3); 80-89.5 (2); 90-100 (1).

Readings / Moodle support

We offer a reading package containing all preparatory readings and the case studies for this course. You are expected to read the texts for each session in advance. The reading package can be accessed on the Moodle course website prior to the beginning of the course. Information on the simulation will be provided in

class. **Please note that there are preparatory readings already for the first course session.** Grades and feedback will be posted in Moodle. Please submit your assignments via Moodle

Online registration period for “International Market Entry” will run from November 20th to November 21st.

247xxx Cross Cultural Management

Seminar, 2.00 hours, 3.00 ECTS credits

247008, Jeannine Oelschuster, BA MA	
Tuesday, October 8,	08.30 – 11.45
Tuesday, October 15,	08.30 – 11.45
Tuesday, October 22,	08.30 – 11.45
Tuesday, October 29,	08.30 – 11.45
Tuesday, November 5,	08.30 – 11.45
Tuesday, November 12,	08.30 – 11.45

or

247009, Jeannine Oelschuster, BA MA	
Tuesday, October 8,	13.45 – 17.00
Tuesday, October 15,	13.45 – 17.00
Tuesday, October 22,	13.45 – 17.00
Tuesday, October 29,	13.45 – 17.00
Tuesday, November 5,	13.45 – 17.00
Tuesday, November 12,	13.45 – 17.00

247998, Prof. ⁱⁿ Dr. ⁱⁿ Henriett Primecz	
Thursday, October 3,	8.30 – 11.45
Thursday, October 10,	8.30 – 11.45
Thursday, October 17,	8.30 – 11.45
Thursday, November 7,	8.30 – 11.45
Thursday, November 14,	8.30 – 11.45
Thursday, November 21,	8.30 – 11.45

or

Lecturers

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

Entry requirements

This course is open to international students without further requirements.

Contact

For questions or problems please contact jeannine_madeleine.oelschuster@jku.at or henriett.primecz@jku.at

Course Objectives

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

Course Content and Structure

The course covers the following topics: Introduction to culture; cultural dimensions; basic theories of cross-cultural management; and real cases.

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

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

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

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

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

Requirements and Grading

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

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

For a passing grade students must obtain at least 50 per cent in each category AND at least 60 per cent of the total points. The final grade will be calculated according to the following formula: 0-59.5 (5); 60-69.5 (4); 70-79.5 (3); 80-89.5 (2); 90-100 (1).

Moodle support

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

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

247060 Managing Projects in Virtual Teams

Intensifying Course, 2.00 hours, 3.00 ECTS credits

Friday, November 15,	13.45 – 17.00	online
Friday, November 22,	13.45 – 17.00	
Friday, November 29,	13.45 – 17.00	online
Friday, December 6,	13.45 – 17.00	
Friday, December 13,	10.15 – 11.45	Online exam

Lecturer

Dr.ⁱⁿ Svetlana Buko

Contact

svetlana.buko@jku.at

Entry requirements

This course is open to international students without further requirements.

Course Learning Framework and Objectives

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

The main objectives of the course are:

- review key new trends related to the operational aspects of project management in global virtual teams (IPMI; Google PM framework);
- explore challenges and drivers of virtual intercultural teamwork, tackle conflict management in the international virtual setup;

- delineate and apply modern available formats (sync/async) tools for streamlining collaborative project work in the hybrid and online environments (spreadsheets, whiteboards, apps);
- practice project management in a virtual environment in the format of small virtual teams via a simulation laboratory, including online meeting facilitation;
- practice leadership, co-leadership and followership in the virtual teams;
- Apply AI for streamlining project management operations
- reflect on the simulation, connect the experience to the discussed PM theories, and spotlight key competencies needed for successful virtual and hybrid teamwork.

The course is designed within the learning framework aligned with Google PM certification: knowledge, attitudes, skills, and tools. Hybrid teaching is implemented within a discovery-based learning methodology (flipped classroom, total immersion experience), with a focus on the practical small teamwork project rooted in the competency-development approach with elements of reflection.

Course Structure

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

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

The course includes live on-campus and online zoom sessions with professor, guest expert talks, individual work, micro-learning self-paced module (Google PM certificates), collaborative virtual teamwork, and collaborative presentations (synchronous and asynchronous) in the virtual setting. The teaching language is English.

Attendance and participation is expected for the entirety of all onsite and online class sessions. During online sessions students will work with PM tools online from tablets/PC, test tools, and produce scenarios. 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 the 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 is based on the following activities:

#	Level	Assignment	Percentage
1.	Individual	Self-Study Reflection Assignment (Google Certification Foundations)	20%
2.	Group	Facilitation of online presentations in the virtual environment	10%
3.	Group	Group Project Case Study Assignment	40%
4.	Individual	Test – Exam (in Moodle)	10%
5.	Individual	Agile Project Management (Google Agile Certification)	20%
		Total Maximum	100%

The final grade will be calculated according to the following formula: 0-59.5 (5); 60-69.5 (4); 70-79.5 (3); 80-89.5 (2); 90-100 (1). All assignments must be completed to finish the course successfully.

Moodle support

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

- Students are expected to review materials for each session in advance.
- Students are expected to turn on the cameras during zoom sessions (during team work)
- Students must log into the zoom sessions from tablets/PCs for the activities (PM tools applications)
- Students are expected to actively engage and contribute equally to the team project. **Differentiated team scores will be implemented.**
- Points and grades will be posted in Moodle as well.
- Assignments should also be submitted via Moodle.
-

247038 Special Topics in International Management – Sustainability

Intensifying Course, 2.00 hours, 3.00 ECTS credits

Thursday, October 3,	13.45 – 17.00	Conceptual foundations
Thursday, October 10,	13.45 – 17.00	Applied foundations
Thursday, October 24,	13.45 – 17.00	In-class project 1
Thursday, October 31,	13.45 – 17.00	In-class project 2
Thursday, November 14,	13.45 – 17.00	In-class project 3

Lecturer

Hüseyin Celik BSc BSc MSc

Contact

Hueseyin.Celik@jku.at

Entry requirements

This course is open to international students without further requirements.

Course Objectives

The goal of this course is to sensitize students to the topics and challenges of sustainability and sustainability management. Students learn the basic and advanced theories relating to sustainability, sustainability management and sustainability reporting. Furthermore, a connection between theory and practice is established as part of this course.

Course Content and Structure

The course topics reflect the key terms, industry-specific, and company-specific aspects. The treatment of the topics covers both foundational and applied aspects. The course consists of five sessions, with the first two sessions covering basic and in-depth sustainability topics. The last three sessions have each a specific focus. The third session focuses on essential terms, the fourth session focuses on industry-specific, and the fifth session focuses on company-specific topics. Assessment includes a five-page seminar paper, three in-class projects, active participation and one reflection. The language of instruction is English and 80% attendance is required for completion of this course.

Requirements and Grading

individual	Active Participation	10 Points	maximum 2 points per lecturer
individual	Reflection	10 Points	at the end of the course
team	In-Class projects	30 Points	10 points per In-Class Project
individual	Seminar Paper	50 Points	Final submission
Sum		100 Points	

For a passing grade students must obtain at least 50 per cent of the total points in the in-class projects, reflection and the seminar paper. The maximum score for the written seminar paper is 50 points. Students write a five-page seminar paper in which they explore either a specific term, an industry, a specific company or any issue related to sustainability. The five pages are exclusive of the title page, table of contents and bibliography.

Structure of the paper and expectations will be discussed in class and a template will be uploaded to Moodle with detailed instructions. Please, follow the instructions precisely, because failing to meet the basic criterion of the paper (length, structure, plagiarism, AI misuse, inappropriate sources, incorrect in-text and final referencing) leads 0 point for this assignment.

Please keep to the deadlines (exact deadline will be indicated in Moodle and Kuss).

The maximum point for submitted paper is 50 points. Please, note that there is no replacement for the submitted paper as it is a home assignment and you are free to use any sources. Please, also note that deadline is strict and it is not possible to move it. Please, avoid using Chat GPT or any similar AI text producing software. If you choose to support your work with such AI software (e.g. for language editing), include a paragraph at the end of any assignment that uses AI explaining what you used the AI for and what prompts you used to get the results. Failure to do so is in violation of academic honesty policies. AI detection and plagiarism checking apply for all submitted papers.

At the end of the course, students are tasked with providing a reflective analysis of the course content. They are encouraged to craft approximately one page, emphasizing the new insights they have acquired. This may encompass conceptual foundations, applied fundamentals, essential terminology, industry-specific or company-specific perspectives, as well as any discussions.

Active participation is expected in this course and students receive a maximum of two points per session for active participation.

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).

Planned Structure

Session 1	Thursday, 3rd October	<ul style="list-style-type: none">• Introduction and organizational information regarding grading and structure of this class• Conceptual foundations (Theoretical Input)
Session 2	Thursday, 10th October	Applied basics (Theoretical Input)
Session 3	Thursday, 24th October	Essential Terms <ul style="list-style-type: none">• Theoretical Input• In-class project 1• Discussion
Session 4	Thursday, 31st October	Industry-specific <ul style="list-style-type: none">• Theoretical Input• In-class project 2• Discussion
Session 5	Thursday, 14th November	Company-specific <ul style="list-style-type: none">• Theoretical Input• In-class project 3• Discussion
	Sunday, 17 th November	Submission of the reflection
	Saturday, 30 th November	Submission of the seminar paper

Before each session, students are provided with literature for the respective session so that they can prepare for the session. The first two sessions consist of a theoretical input from the course instructor. The last three sessions consist of a theory input by the course instructor followed by the in-class project and finally, after each presentation, there is a short discussion and then a short reflection on the session.

This part of grading involves students working in groups (five students in one group) in a very short time (45 minutes) on a topic which is handed by the instructor. The students should collect the most important information on a flip chart or on a PowerPoint slide and then present it. The duration of the presentation is limited to a maximum of five minutes.

Institute of Leadership and Change Management

267021 Introduction to Leadership and Change

Course, 2.00 hours, 3.00 ECTS credits

Monday, October 7,	12.00 – 13.30	Online kick-off
Monday, October 21,	12.00 – 17.00	
Thursday, October 24,	12.00 – 17.00	
Monday, November 11,	12.00 – 17.00	
Thursday, November 14,	12.00 – 17.00	
Thursday, December 5,	12.00 – 13.30	Final exam
Monday, January 13,	12.00 – 13.30	Retake exam

Lecturer

Dr. Sebastian Rätze

Course objectives

In this introductory course students will learn about which fundamental factors influence behavior in organizations and how learning and change processes can be designed and supported by leadership and HRM. They will examine processes of organizing from different perspectives and deal with leadership, change management and organizational learning to shape the development of organizations. After completing the course, students have developed a conceptual understanding of central issues of management with a focus on leadership as well as change management and organizational learning and can apply this in case studies and practical situations.

Course content

Clarification of the following basic terms will be covered:

- The course explains what influences behavior in organizations based on the management process,
- how the interaction between strategy, organization, HR and leadership takes place
- and what possibilities there are for shaping learning and changing organizations.

Methods

Theoretical inputs, self-study as well as small group work, case studies, videos, reflection exercises and phases of critical discussion are used to achieve the teaching and learning objectives.

Assessment

Pre- and Post-Module Assignment

Institute of Management Accounting

282012 Cost and Management Accounting

Course, 2.00 hours, 3.00 ECTS credits

Thursday,	8.30 – 10.00	
October 3 rd – December 12 th ,	2024	
Thursday,	8.30 – 11.45	
November 28 th – December 5 th ,	2024	
Thursday, December 12,	8.30 – 10.00	Final exam
Thursday, January 16,	8.30 – 09.00	Retry exam

Lecturer

MMag.^a Dr.ⁱⁿ Judith Frei

Contact

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

Course objectives

The students have knowledge of the basics of cost and management accounting. They know possible fields of application of the learned instruments in the context of a broad variety of business issues and their relevance in the context of organizational control as well as for the provision of information and decision-making support for management.

Course contents

Clarification of the following basic terms will be covered:

- Introduction to cost and management accounting
- Cost assignment, cost accumulation, and profit measurement
- Information for operative decision making

Assessment

Written exam with a total amount of 45 points and class assignments

Methods

Lecture and practical examples

282058 Management Control Systems

Intensive Course, 2.00 hours, 3.00 ECTS credits

Wednesday, October 2,	8.30 – 10.00	
Wednesday, October 9,	8.30 – 11.45	
Wednesday, October 16,	8.30 – 11.45	
Wednesday, October 23,	8.30 – 11.45	
Wednesday, October 30,	8.30 – 10.00	
Wednesday, November 6,	8.30 – 11.45	
Wednesday, November 13,	8.30 – 10.00	
Wednesday, November 20,	8.30 – 10.00	
Wednesday, December 4,	8.30 – 10.00	Final Exam
Wednesday, January 15,	8.30 – 10.00	Retake Exam

Lecturer

Dr. Shekerta Aliu

Entry Requirements

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

Incoming exchange students must have equivalent knowledge in the field.

Course objectives

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

Course content

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

Assessment

Case Studies and Exam

Required Readings:

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

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

Intensive Course, 2.00 hours, 3.00 ECTS credits

282080 Sustainable Management Accounting

Course, 2.00 hours, 3.00 ECTS credits

Thursday, 10.15 – 11.45 October 3 rd , 2024 – January 23 rd , 2025 Thursday, December 19, 12.00 – 13.45

Thursday, January 9, 10.15 – 11.45, Final exam Thursday, January 30, 10.15 – 11.45, Retake exam
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Lecturers

Dr. Albert Traxler, Dr. Shekerta Aliu

Entry requirements

JKU regular students must have completed the courses: "Accounting", 3 ECTS, "Cost Accounting", 3 ECTS, "Introduction to Cost Management and Budgeting", 3 ECTS and "Basics of Management Accounting", 3 ECTS.

Incoming students should have knowledge in the field of financial accounting and cost- or management accounting.

Contact

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

Course objectives

- Understanding the concepts and challenges of sustainable development and corporate sustainability and their interlinkage.
- Learning about the evolution of sustainability reporting and control.
- Getting familiar with the different approaches how to integrate sustainability issues into organizational reporting and control.

Course contents

- Concepts of sustainable development and corporate sustainability
- History of reporting and control for the triple bottom line
- Sustainability reporting approaches and frameworks
- Sustainability management control systems
- Challenges in sustainability reporting and control
- Future prospects of sustainability reporting and control

Assessment

Exam and class assignments/active participation

Required Reading

- Bebbington J., Unerman, J., O'Dwyer B., 2014, Sustainability Accounting and Accountability, 2. Auflage, London
- Selected current articles of leading academic journals

282014 Reporting in International Corporations

Intensifying Course, 2.00 hours, 3.00 ECTS credits

Monday, 8.30 – 10.00 October 7 th – December 16 th , 2024
Monday, 8.30 – 11.45 October 14 th – October 21 st , 2024

Monday, December 16, 8.30 – 10.00, Final exam
Monday, January 27, 8.30 – 10.00, Retake exam

Lecturer

Dr. Shekerta Aliu

Entry Requirements

JKU regular students must have completed the course “Basics of International Financial Reporting and Perspectives on Digitalization”, 3 ECTS

Course objectives

The students have knowledge of different forms of reporting in corporations and its underlying concepts. They getting familiar with different reporting approaches and frameworks and learn about the challenges associated with their use.

Course contents

The following topics will be covered:

- Introduction to Reporting
- Management Reporting
- ESG and Sustainability Reporting

Assessment

participation and presentation, exam

282003 Research Seminar Sustainability

Seminar, 2.00 hours, 3.00 ECTS credits

Monday, October 7,	10.15 – 13.30
Monday, November 4,	10.15 – 13.30
Monday, December 2,	10.15 – 13.30
Monday, January 13,	10.15 – 13.30
Monday, January 20,	08.30 – 13.30

Lecturer

Prof.ⁱⁿ Dr.ⁱⁿ Dorothea Greiling

Entry Requirements

JKU regular students must have completed the course “Sustainable Management Fundamentals”, 3 ECTS and the module “Sustainability Transition and Management Control” or “Sustainability Management and Organization”.

Incoming exchange students should have knowledge in the field of sustainability management. In addition, knowledge about scientific working is advantageous.

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.

Course contents

Changing topics in the following subject areas:

- Sustainable management accounting
- Environmental and quality management systems, standards and certification systems
- Management in the circular economy
- Sustainable supply chain management
- Alternative forms of organizing for sustainability
- Responsible innovation

Assessment

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

Methods

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

Institute of Organization

266001 Introduction to Organization

Course, 2.00 hours, 3.00 ECTS credits

Tuesday, 8.30 – 10.00,
October 1st, 2024 – January 21st, 2025
2 additional evening dates on Wednesday

Lecturer

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

Course objectives

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

Topics

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

Methods

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

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

Assessment

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

Readings

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

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

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

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

Grading

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

Further details to be announced

266006 Organization

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

Wednesday every 2 weeks, October 2 nd , 2024 to January 29 th , 2025	10.15 – 13.30
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Wednesday, November 27, Wednesday, January 29,	10.15 – 13.30, Midterm exam 10.15 – 13.30, Final exam
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Lecturer

Mag. Dr. Benjamin Schiemer, MSc.

Course objectives

This seminar examines organizations as building blocks in modern societies, reviews different theoretical frameworks that have been central to organization science, and applies these frameworks in the explanation of organizational innovation and creativity. The course is a bachelor's seminar. It does not require any previous knowledge. As a university course, however, we dive directly into challenging material. Students should:

- Become familiar with both “classic” and “modern” theoretical frameworks for understanding organizations
- Apply these frameworks at different levels to understand the emergence of novel and useful ideas in organizations, networks, populations of organizations and organizational fields
- Understand why organizational structures and actions are subject to continual contestation, producing change and diversity in an uncertain environment
- Learn to take an analytical approach to the study of the organization of creativity and innovation, drawing on several theoretical perspectives simultaneously
- Learn to read, understand, and judge advanced research articles, thereby comprehending complex and ambiguous relationships as they appear in organizations and in management in general
- Become able to critically reflect on organizations and the various roles they play for creativity and innovation in modern society – socially, politically, economically, and culturally

Course content

The course is structured into two stages, both ending with an exam. In the first half of the semester we will look at classical organizational theories and their implications for creativity and innovation, in the second half at more modern theoretical approaches. Each theoretical lecture (lecture, Q&A, discussion) is followed by practical implications and discussion (reading session during class with a group discussion).

Course assessment

Exams: first exam for 1st half of the semester; second exam for 2nd half of the semester

Active class-participation

266007 Organization

Intensifying Course, 2.00 hours, 3.00 ECTS credits, 3rd year

Tuesday, October 1 st , 2024 to January 21 st , 2025	10.15 – 11.45,
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Lecturer

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

Course objectives

The students possess a comprehensive overview of scholarly knowledge about managing people and organizations in various business and institutional environments. They are able to interpret the behavior of people in organizations in reference to the theories learned in the course and make conclusions for the design of organizations and management systems.

Course content

Managing and leading organizations is the art to get the members to work towards the organizational goals. In order to understand and influence behavior of people in organizations, we will mostly draw on findings of psychological studies of human beings. How do they perceive, think, and make decisions? What motivates them to work and perform? How do they influence each other and get along? How do they solve conflicts.

How do organizational structures and institutional arrangements influence the behavior of people in organizations. These and other questions will be the center of our discussion.

Topics

Organizational structures and processes, motivation, cognitive processes, social influence, power, groups, leadership, cooperation & conflict, communication & relationships,

Pedagogy

Mix: small group discussions, plenary discussions, theory inputs, autonomous learning groups, experiential exercises, films.

It is very important that you are prepared for each session and actively contribute to the success of our joint learning endeavor. The minimum requirement for preparation is to read the literature assigned for the session.

Assessment

Mid-term exam (60 points), final exam (60 points), 1 reflective essay and 1 case study (together 60 points). For a passing grade you need 50% (30 points) of the points in each category, and overall 60% of the total points (180). The final grade is determined according to the following formula: 0-107 (5), 108-125 (4), 126-143 (3), 144-161 (2), 162-180 (1)

266033 Organization Theory and Behavior

Intensifying Course, 2.00 hours, 3.00 ECTS credits

Tuesday, October 1,	12.00 – 13.30	
Tuesday, October 8,	12.00 – 13.30	
Tuesday, October 22,	12.00 – 15.15	
Wednesday, October 23,	08.30 – 12.45	
Tuesday, November 5,	12.00 – 15.15	
Tuesday, November 19,	12:00 – 16.15	
Wednesday, November 20,	08.30 – 12.45	
Tuesday, December 3,	12.00 – 13.30	Final exam
Tuesday, January 14,	12.00 – 13.30	Retake exam

Lecturer

Milena Leybold, PhD

Entry requirements

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

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

Course objectives

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

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

Course content

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

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

Assessment

Exam and class assignments/active participation

266008 Advanced Topics in Organization and Innovation

Seminar, 2.00 hours, 3.00 ECTS credits

Tuesday every 2 weeks, 12.00 – 15.15 October 1 st , 2024 to January 28 th , 2025

Lecturer

Mag. Dr. Benjamin Schiemer MSc

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

Institute of Production and Logistics Management

245310 Supply Chain Fundamentals

Course, 2.00 hours, 3.00 ECTS credits, weekly

Tuesday, 10:15 – 11:45

October 1st, 2024 to January 28th, 2025

Tuesday, November 19, 8.00 – 20.30, Midterm exam

Tuesday, January 28, 8.00 – 20.30, Final exam

Tuesday, February 25, 8.00 – 20.30, Resit exam

Lecturer

Mag.^a Xenia Haslinger

Course objectives

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

Course content

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

Assessment and Grading

Exams, Exercises

Required reading

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

245311 Operations and Supply Chain Management

Course, 2.00 hours, 3.00 ECTS credits, weekly

Wednesday, 12:00 – 13:30

October 2nd, 2024 to January 22th, 2025

Wednesday, November 6, 12.00 – 13.30, Midterm exam

Wednesday, January 8, 12.00 – 13.30, Final exam

Wednesday, January 22, 12.00 – 13.30, Resit exam

Lecturer

Simon Curre, MSc

Entry requirements

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

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

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

Course objectives

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

Course content

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

Assessment and Grading

Exam(s), exercises

Required reading

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

245312 Operations and Supply Chain Management

Intensifying Course, 2.00 hours, 3.00 ECTS credits, weekly

Wednesday, 13.45 – 15.15 October 2 nd , 2024 to January 8 th , 2025
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Wednesday, January 8, 13.45 – 15.15, Final exam Wednesday, January 22, 13.45 – 15.15, Resit exam

Lecturer

Simon Currel, MSc

Entry requirements

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

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

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

Course objectives

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

Course content

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

Assessment and Grading

Homework,exercises. exam(s)

Required reading

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

245300 Traffic Simulation

Seminar, 2.00 hours, 3.00 ECTS, Block

Monday, October 7,	14.30 – 17.00
Monday, October 21,	13.45 – 17.00
Monday, November 4,	13.45 – 17.00
Monday, November 18,	13.45 – 17.00
Monday, December 2,	13.45 – 17.00

Lecturer

Univ. Prof.ⁱⁿ Dr.ⁱⁿ Cristina Olaverri-Monreal, MA

Entry requirements

For incoming exchange students it is recommended that they are in their 3rd year of a Bachelor program in the field of Business.

Course objectives

After passing this course successfully, students will be able to:

- Apply computer software tools to plan, design, and operate transportation systems
- Design large road networks
- Set up the conditions for intermodal simulation
- Design and implement simulation scenarios
- Plan and assess different applications in fields such as for example:
 - traffic management, infrastructure changes, new technologies in transport (e.g. vehicular communication, automated transport systems)

Course content

This seminar aims at providing insights into the field of simulation in transportation to perform experimental studies, testing of new technologies and demonstrate present and future scenarios.

Microscopic traffic simulators allow comparison and testing of various existing or new street configurations or equipment. Therefore, they allow deciding how street design arrangements or new technologies are seen and comprehended by the drivers, and which driving behaviour they produce.

The acceptance of these arrangements by the users determine traffic safety.

Traffic scenarios will be defined and tested within the seminar to obtain results that will be compiled in a scientific paper. The paper will be presented during the seminar.

Groups will be built during the class.

Assessment and Grading

Written Seminar Paper

Presentation in Seminar

Required reading

- https://www.youtube.com/watch?v=9MyIABer_NY
- Transportation Research Circular E-C153, Dynamic Traffic Assignment: A Primer
Yi-Chang Chiu, Jon Bottom, Michael Mahut, Alex Paz, Ramachandran Balakrishna
Travis Waller, Jim Hicks for the Transportation Network Modeling Committee
June 2011 Transportation Research Board

- Lara Codecá, Raphaël Frank, Sébastien Faye, and Thomas Engel “Luxembourg SUMO Traffic (LuST) Scenario: Traffic Demand Evaluation”, 2017

245301 Introduction to Intelligent Solutions for Transportation and Physical Internet

Intensifying Course, 2.00 hours, 3.00 ECTS credits

Tuesday, 10.15 – 12.45 October 8 th to November 19 th , 2024

Tuesday, November 19, 10.15 – 12.45, Final exam

Lecturers

Univ. Prof.ⁱⁿ Dr.ⁱⁿ Cristina Olaverri-Monreal, MA

Entry requirements

JKU regular students must have completed at least 21 ECTS credits in the field of Business and Economics, including the courses “Production and Logistics Management”, 4 ECTS credits and either the course “Production”, 3 ECTS or “Logistics and Supply Chain Management”, 3 ECTS.

Course objectives

After passing this course successfully, students will be able to:

- Specify intelligent technologies and applications for a vehicular environment and their fundamental design principles
- To assess traffic data collection methods on the basis of appropriate technology and specific use case
- Analyze mobility problems and design technical / social / behavioral solutions

Course Content

This intensive course provides insights into the field of Intelligent Transportation Systems (ITS) as the application of information technology, sensors and communication technology in transport applications. Factors like green public spaces, in coalition with high safety and security foster the investigation of transportation systems for a sustainable and environmental benefit. In this context, smart, connected mobility can reduce not only traffic congestion and carbon emissions but also enhance road safety- related issues. This course gives an overview of the impact of digital technologies on transportation to make better use of the city’s existing infrastructure, make transportation systems safer, efficient reliable and environmentally friendly by also considering the interaction between the elements of the networked system and the human behavior.

Assessment and Grading

Presentations
Assignments completion
Exam

Required reading

The Intelligent Transportation Systems Joint Program Office (ITS JPO)

https://www.its.dot.gov/factsheets/itsjpo_stratplan.htm

European Union Law <https://eur-lex.europa.eu/legal-content/EN/ALL/?uri=CELEX%3A32010L0040>

Traffic Safety Facts <https://crashstats.nhtsa.dot.gov/#/DocumentTypeList/12>

Further literature will be announced

245316 Research Seminar in Operations, Transport and Supply Chain Management

Seminar, 2.00 hours, 3.00 ECTS credits, weekly

Monday, 10:15 – 11:45 October 7 th , 2024 to January 27 th , 2025
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Lecturer

Niloofar Nadimkabiri, M.Eng.

Entry requirements

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

Incoming students must have equivalent knowledge in the field.

Course objectives

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

Course content

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

Assessment and Grading

Presentations, seminar paper

Required reading

Literature will be announced during the course

Institute of Retailing, Sales and Marketing

241056 Principles of Marketing: An International Perspective

Course, 2.00 hours, 3.00 ECTS credits

Tuesday, 15.30 – 18.00
October 8th to December 17th, 2024

Tuesday, December 10, 15.30 – 18.00, Final exam
Tuesday, December 17, 15.30 – 18.00, Retake exam

Lecturer

Prof.ⁱⁿ Dr.ⁱⁿ Zeynep Bilgin Wührer

Course aim and objectives

Aim: In this course, the students will acquire an in-depth basic knowledge about key concepts and frameworks in marketing, also with respect to international perspectives.

Objectives: For this, they will (1) become familiar with market environments, strategy formation and decision making in marketing, (2) learn about different market structures and current issues that managers face communicating with customers, (3) focus on challenging marketing mix ideas and develop a critical thinking for product development, pricing, channel choice and promotion, and (4) have an integrative knowledge of marketing theory and practical application to successfully develop marketing strategies for various markets, in domestic and international environments.

Course contents

Clarification of the following basic concepts will be covered, also with an international context:

- Markets, customers, needs and customer value driven marketing
 - What is marketing?
 - How to understand the needs of customers and develop a customer relationship focus?
- Market segmentation, targeting and positioning
 - How do segmentation and targeting help for positioning the products in diverse markets?
- Market environment and strategic marketing
 - What is BCG and Product / Market expansion grid? Where do we need them?
- Market and marketing research
 - What are the new methods and focus areas of marketing research?
- Product life cycle
 - Why do products need rejuvenation?
- Marketing mix strategies
 - Product and new product management
 - Which aspects of products and services can assure long term customer value?
 - What are the advantages of new product development?
 - Pricing strategies
 - Which conditions necessitate the cost-, competition- or market-based pricing?
 - Why do we need price adjustment strategies, and for which markets?
 - Distribution systems
 - What are the channel types relevant in 21st century global shopping?
 - What is the role of logistics in the 21st century global shopping?
 - Integrated marketing communication mix
 - Can we think beyond advertising for promoting our products in diverse markets? When?
- International focus for world markets
 - What is the focus of international trade agreements and organizations?
 - How do we need to approach global markets

Assessment

- Exam (multiple choice): 50 %
- Group Assignment (video based presentation): 50 %

Methods

- Lectures, discussion, group work, presentations

Literature

- Kotler, Philip; Armstrong, Gary and Marc Oliver Opresnik (2021), Principles of Marketing, 18th Edition (Global Edition), Pearson Inc.

For those further interested in international perspectives:

- Ghauri, Pervez & Philip Cateora (2021), International Marketing, 5th Ed., McGraw-Hill, Inc.

Timetable

DAYS	Date	Chapter	Topic of the week
1	Oct. 8 th	Ch. 1	Marketing: Creating Customer Value and Engagement
		Ch. 2	Company and Marketing Strategy: Partnering to Build Customer Engagement, Value and Relationships
2	Oct. 15 th	Ch. 7	Value-Driven Marketing Strategy: Creating Value for Customers by Segmentation / Target marketing / Positioning
		Ch. 3	Analyzing the Marketing Environment
3	Oct. 29 th	Ch. 4	Managing Marketing Information to Gain Customer Insights
4	Nov. 5 th	Ch. 8	Products, Services and Brands: Building Customer Value
		Ch. 9	Developing New Products Managing the Product Life Cycle
5	Nov. 12 th	Ch. 12	Marketing Channels: Delivering Customer Value
		Ch. 13	Retailing and Wholesaling
6	Nov. 19 th	Ch. 10	Pricing: Understanding and Capturing Customer Value
		Ch. 11	Pricing: Additional Considerations
7	Nov. 26 th	Ch. 14	Engaging Consumers and Communicating Customer Value: Integrated Marketing Communications Strategy
		Ch. 15	Advertising and Public Relations
		Ch. 17	Digital Marketing
8	Dec. 3 rd	Ch. 5	Consumer Markets and Buyer Behavior
		Ch. 6	Business Markets and Buyer Behavior
		Ch. 19	The Global Marketplace
9	Dec. 10 th		EXAM I
10	Dec. 17 th		EXAM II (for those who failed the exam)
11	Jan. 21 st		SUBMISSION OF VIDEO BASED PRESENTATIONS (ASSIGNMENTS)

Institute of Tax Management

251301 International Business Taxation

Intensifying Course, 2.00 hours, 3.00 ECTS credits

Tuesday, October 1,	13.45 - 15.15	
Friday, October 4,	08.30 – 10.00	
Tuesday, October 8,	13.45 - 15.15	
Friday, October 11,	08.30 – 10.00	
Tuesday, October 15,	13.45 - 15.15	
Friday, October 18,	08.30 – 10.00	
Tuesday, October 22,	13.45 - 15.15	
Friday, October 25,	08.30 – 10.00	
Tuesday, October 29,	13.45 – 15.15	Moodle test
Friday, November 8,	08.30 – 10.00	Final exam

Lecturer

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

Contact

For handing in assignments and for questions or problems, please contact: nadine.chiba@jku.at or marina.luketina@jku.at

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

Students will be aware of the consequences of business taxation in cross-border situations and of methods of avoiding double taxation. They will be able to evaluate tax planning alternatives and understand transfer pricing 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

Assessment

Student participation; intermediate test, final exam

Methods

Analytical 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

Friday, October 4,	10.15 – 12.45	
Friday, October 11,	10.15 – 12.45	
Friday, October 18,	10.15 – 12.45	
Friday, October 25,	10.15 – 12.45	
Friday, November 08,	10.15 – 12.45	
Friday, November 15,	10.15 – 12.45	
Friday, December 13,	10.15 – 17.00	Presentations

Lecturer

Elisabeth Wurm, MSc

Course objectives

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

Course contents

The following issues will be covered:

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

Assessment

Readings, homework assignments and group project presentation

510001 Socio-Technical Transition Management

Course, 2.00 hours, 3.00 ECTS credits

Tuesday, October 1,	16.15 – 18.00
Tuesday, October 8,	16.15 – 18.00
Tuesday, October 15,	13.45 – 17.00
Tuesday, October 29,	13.45 – 18.00
Tuesday, November 12,	13.45 – 17.00
Tuesday, November 26,	13.45 – 18.00
Tuesday, December 3,	16.15 – 18.00
Tuesday, December 17,	16.15 – 18.00

Lecturer

Milena Leybold, PhD

Course Objectives

Students will decipher the meaning(s) of transformation and engage with the concept of socio-technical transition management as a multi-level approach. They will become familiar with sustainable technologies and their role towards sustainable transformations of markets, industries and societies. They will gain insights of the macro-, meso- and micro-level responsible transformation drivers. They will learn about socio-technical transition practices. Finally, they will engage with the societal and entrepreneurial challenges of socio-technical transition management.

Course content

- Different meanings of transformation.
- Concept of socio-technical transition management as a multi-level approach addressing niche (i.e. entrepreneurs/start-ups), socio-technical systems (e.g. incumbents, associations, regulatory framework, customers), and landscape (long-term developments such as oil prices) levels.
- Sustainable technologies and their role towards sustainable transformation of markets, industries and societies.
- Macro-, meso- and micro-level responsible transformation drivers.
- Socio-technical transition practices.
- Societal and entrepreneurial challenges of socio-technical transition management.

Methods

Lecture, in-class discussions, case studies

Assessment

Presentation, class assignments/active participation

Centre for Business Languages and Intercultural Communication

534E60 Case Studies English (C1)

Course, 2.00 hours, 3.00 ECTS credits, weekly

Saturday, September 28,	08.30 – 13.30	online
Friday, October 11,	08.30 – 13.30	
Friday, October 25,	08.30 – 13.30	
Wednesday, November 6,	17.15 – 20.30	Exam
Friday, November 15,	08.30 – 13.30	
Friday, December 6,	08.30 – 13.30	

Lecturer

Mag.^a Maria Pree

Entry requirements

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

Contact

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

Course objectives

The aim of this course is to:

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

Course contents

- Language, information-gathering and analytical skills
- Cases related to different aspects of business, economics, politics and culture
- Analysis of written cases and written and/or oral presentation of solutions
- Working in project teams
- Groupwork to practice and enhance discourse and negotiation skills

Assessment

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

Institute of Business Informatics – Information Engineering

256755 Social Impacts of Digitalization and Supply Chain Management

Course, 2.00 hours, 3.00 ECTS credits

Wednesday, 17.15 – 18.45
October 2nd, 2024 to January 29th, 2025

Wednesday, January 22, 17.15 – 18.45, Final Exam

Lecturer

Hon.-Prof. DI Dr. Sikora Hermann

Course objectives

The students have knowledge of the challenges evolving from digitalization, impacting on the individual and society. They are able to identify ways to tackle these challenges from a companies' point of view. They can discuss the main concepts related to these issues, in particular evolving from corporate responsibility and sustainability. The students are familiar with the terms and underlying concepts to fulfill requirements of sustainable supply chain management. They have knowledge of foundations related to ethical questions in the context of digitalization.

Course contents

Clarification of the following basic terms will be covered:

- Impacts on the individual and society
- Technostress and technology addiction
- Digital Corporate Responsibility, Digital Citizenship
- Right to Privacy, Human Rights in a Digital Age
- Sustainability, CSR and Producer Responsibility
- Triple Bottom Line
- Sustainable Supply Chain Management
- Ethical and cultural aspects of IT, digitalization and new technologies (in particular AI and robotics)
- Digital divide and ICT4D

Assessment

Exam (individual) and group work (homework and oral presentation)

ECONOMICS COURSES – BACHELOR LEVEL

Department of Economics

239110 Balance of Payments and Exchange Rates

Course, 2.00 hours, 3.00 ECTS credits

Tuesday, 12.00 – 13.30
October 1st, 2024 to January 28th, 2025

Tuesday, January 28, 12.00 – 13.30, Final Exam

Lecturer

Assist.-Prof. Daniel Schäfer, Ph.D.

Contact

For questions or issues please contact: daniel.schaefer@jku.at

Entry requirements

Students are *required* to have a good command of the English language, a good knowledge of mathematics, and basic knowledge of the field of economics. It is *recommended* that this course should be chosen after completing the KS Mathematics for Social and Economic Sciences (or a similar course).

Course objectives

Students will be introduced to the monetary aspects of a country's international economic transactions. They will get to know the meaning of important concepts, for example, the balance of payments, the exchange rate, currency markets, international capital mobility, purchasing power parity, and interest rate parity. We will discuss the policy options available to governments in the present era of economic globalization, especially with respect to international currency systems (flexible vs. fixed exchange rates, currency unions).

Course content

We cover a systematic representation of all foreign transactions (international trade, international capital movements) of an economy in the balance of payments. Relationships between these transactions, domestic investment, savings, and the domestic government budget deficit. Incentives for foreign exchange transactions, with special emphasis on international capital flows, interest rates, and currency risk. Impact of exchange rate movements on domestic goods market and domestic employment. Essential problems of alternative currency systems with special emphasis on the European Monetary Union.

Grading

Midterm exam (multiple choice)

Final exam (open questions/multiple choice)

239042 Data and Research Designs in Economics

Intensifying course, 2.00 hours, 3.00 ECTS credits

Tuesday, 10.15 – 11.45
October 1st, 2024 to January 7th, 2025

Wednesday, January 8,	Take home exam available
Saturday, January 11,	Deadline take home exam
Monday, January 27,	Retake exam available
Thursday, January 30,	Deadline retake exam

Lecturer

Felix Glaser, MSc.

Entry requirements

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

Course objective

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

Course content

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

Assessment

Problem sets and end-of-term project

Reading

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

239329 Economic Growth

Course, 2.00 hours, 3.00 ECTS credits

Tuesday, 15.30 – 17.00 October 1 st , 2024 to January 28 th , 2025

Lecturer

Assist.-Prof. Daniel Schäfer, Ph.D.

Contact

For questions or issues please contact: daniel.schaefer@jku.at

Entry requirements

Students are *required* to have a good command of the English language, a good knowledge of mathematics, and basic knowledge of the field of economics. It is *recommended* that this course should only be chosen after successfully completing the KS Mathematics for Social and Economic Sciences (or a similar course).

Course objectives

This course will introduce students to the subject of economic growth, which seeks to answer the question: “Why are some countries poor while others are rich?” After completing this course, students should know the basic facts about economic growth and understand the components, results, and consequences of the main theoretical models in the field. The focus is to build intuition and gain insights from economic models. Additionally, students should be familiar with - and critically reflect on - important developments in empirical research on economic growth.

Course content

We cover empirical facts about economic growth, the Solow growth model, basic endogenous growth models, technological diffusion, and the fundamental role of economic institutions in the growth process.

Grading

Problem sets (open questions)
Final examination (open questions)

239019 Financial Markets

Course, 2.00 hours, 3.00 ECTS credits, weekly

Thursday,	8.30 – 10.00	
October 3 rd , 2024 to January 30 th , 2025		
Tuesday, February 4,	12.00 – 13.30,	Final exam
Wednesday, February 19,	10.15 – 11.45,	Retake exam

Lecturer

Dr. Johannes Muthers

Entry requirements

Foundational knowledge in microeconomics and mathematical methods for optimization as provided in the course “Introduction to Microeconomics” and intensifying course “Introduction to Microeconomics”

Course objectives

Students will acquire a basic understanding of core theoretical concepts pertaining to financial markets, specifically simple static models of financial economics. The students will have a theory-based understanding of the determinants of the real interest rate and of how to measure and price financial risk.

Course Content

- Introduction: History of financial markets
- Complete Financial markets under certainty
 - Consumption and saving
 - Equilibrium real interest rate
 - Present value asset pricing
- Uncertainty and risk in financial markets
 - Individual decisions under risk and the expected utility concept
 - Optimal Portfolios under risk
 - Consumption based asset pricing and the Capital Asset Pricing Model
- Financial crisis and investor behavior

Assessment

Written exam

Methods

Lecture, exercises, contributions by students

Required Reading

Fabozzi, Frank J., Edwin H. Neave, and Guofu Zhou. *Financial economics*. Wiley, 2011.

239504 Intermediate Microeconomics

Course, 2.00 hours, 3.00 ECTS credits

Tuesday,	12.00 – 13.30,	
October 1 st , 2024 to January 17 th , 2025		
Friday, January 17,	10.15 – 11.45	Final exam
Tuesday, February 25,	10.15 – 11.45	Retake exam

Lecturer

A. Univ.-Prof.ⁱⁿ Dr.ⁱⁿ Susanne Pech

Entry requirements

Basics in Microeconomics

Course objectives

The aim of the course is to improve knowledge and understanding of microeconomic theory and its methods beyond the basics learned in the KS and IK courses Introductory Microeconomics.

The course deals on an intermediate level with theoretical models that try to explain, for example, the behaviour of individuals when faced with uncertainty or imperfect information. Moreover, the students become familiar with mathematical methods frequently used in microeconomics and learn to assess the

strengths and weaknesses of the respective models. By this, the course provides students with the required foundations in microeconomic analysis necessary to tackle more advanced economic courses.

Course content

1. Preferences and utility functions
2. Consumer choice and demand for goods
3. More consumer theory: expenditure minimization, compensated demand and the Slutsky equation
4. Endowments (of goods and time) in the budget constraint
5. Intertemporal choice
6. Choice under uncertainty

Methods

Lecture

Assessment

Final (written) exam

23951x Intermediate Microeconomics

Intensifying Course, 2.00 hours, 3.00 ECTS credits

239507: Wednesday,	13.45 – 15.15
239514: Thursday,	10.15 – 11.45
239515: Thursday,	13.45 – 15.15
October 2 nd , 2024 to January 24 th , 2025	

Friday, January 24,	12.00 – 13.30	Final exam
Tuesday, February 25,	13.45 – 15.15	Retake exam

Lecturer

A. Univ.-Prof.ⁱⁿ Dr.ⁱⁿ Susanne Pech

Entry requirements

Basics in Microeconomics. Attendance of the course Intermediate Microeconomics 239504.

Course objectives

The intensifying course (IK) "Intermediate Microeconomics" accompanies the course (KS) "Intermediate Microeconomics". Its purpose is to apply the course contents to exercises and problems. By this, the IK intends to intensify the understanding for the respective theoretical models discussed in the course and to practice the mathematical methods.

Course content

See the course Intermediate Microeconomics.

Methods

In-class discussion of exercises and problems

Assessment

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

239530 International Economics

Course, 2.00 hours, 3.00 ECTS credits, weekly

Wednesday,	10.15 – 11.45
October 2 nd , 2024 to January 29 th , 2025	

Lecturer

Assist.-Prof. Dr. Michael Irlacher

Entry requirements

JKU regular students must have completed course and intensifying course “Introduction to Microeconomics”, 6 ECTS and “Introduction to Macroeconomics”, 6 ECTS

Incoming exchange students should have a basic understanding of microeconomic as well as macroeconomic concepts.

It is strongly recommended to attend the course and the intensifying course in the same semester.

Course objectives

The students have knowledge of the determinants of international trade flows. They are able to independently analyze new issues and policies related to integrated global markets. The students have knowledge of formulating international corporate strategies. The students know how to examine recent issues and trends in globalization through the lens of economic theories in international trade and political economy. They have extensive knowledge of global risks, chances, and challenges of international businesses.

Course contents

Clarification of the following basic terms will be covered:

- International Trade Theory
- Classical Trade Models
- New Trade Theory
- Exporting
- Foreign Direct Investment
- Multinational Firms
- Gravity Model of International Trade
- Trade Policy

Methods

Calculus, graphical analysis and interpretation, logical reasoning

Assessment

Written final exam

Required Reading

Textbook: Krugman, Paul, Maurice Obstfeld, and Marc Melitz, 2017. "International Economics: Theory and Policy", Pearson.

239531 International Economics

Intensifying Course, 2.00 hours, 3.00 ECTS credits, weekly

Thursday, 10.15 – 11.45 October 10 th , 2024 to January 30 th , 2025

Lecturer

Assist.-Prof. Dr. Michael Irlacher

Entry requirements

JKU regular students must have completed course and intensifying course “Introduction to Microeconomics”, 6 ECTS and “Introduction to Macroeconomics”, 6 ECTS

Incoming exchange students should have a basic understanding of microeconomic as well as macroeconomic concepts.

The IC complements the same-named course. 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.

It is strongly recommended to attend the course and the intensifying course in the same semester.

Course objectives, contents, required reading See course “International Economics”

239521 Introduction to Microeconomics

Course, 2.00 hours, 3.00 ECTS credits, weekly

Monday, 8.30 – 10.00
October 7th, 2024 to January 27th, 2025

Wednesday, February 5, 12.00 – 13.30 Final Exam
Wednesday, February 19, 12.00 – 13.30 Retake exam

Lecturer

Flora Stiftinger, MSc MSc

Entry requirements

Good knowledge in mathematics (algebra, differential calculus, statistics). It is recommended to attend the Course and the Intensifying Course “Introduction to Microeconomics” simultaneously. However, under certain conditions students might attend the Course without the Intensifying Course.

Course objectives

The students have knowledge of the basic principles of microeconomics. They are able to solve real-world microeconomic questions and problems. The students know the analytical tools that allow them to study constitutive and further-reaching subjects in economics. The students learn economic thinking as well as how to grasp real-world problems in a concise and formal way.

Course Content

Clarification of the following basic terms will be covered:

- Supply and demand
- Elasticities
- Preferences and budget constraints
- Optimal consumption
- Demand function, and consumer surplus
- Production function
- Costs
- Profit maximization
- Supply function and producer surplus
- Welfare analysis
- Monopoly
- Monopolistic competition and oligopoly
- Cournot, Stackelberg, and Bertrand equilibria

Assessment

Written exam

Methods

Calculus, graphical analysis and interpretation, logical reasoning

Required Reading

Slides

Textbook: Robert S. Pindyck and Daniel L. Rubinfeld. “Microeconomics”, Pearson, Prentice Hall, 7th Edition.

239205, 239522 Introduction to Microeconomics

Intensifying Course, 2.00 hours, 3.00 ECTS credits, weekly

239522 Dr. Florian Wakolbinger
Thursday, 17.15 – 18.45
October 3rd, 2024 to January 30th, 2025
Thursday, January 30, 17.15 – 18.45 Final exam
Thursday, February 20, 17.15 – 18.45 Retake exam

239205 Malika Jumaniyozova, MSc, Thursday, 12.00 – 13.00 Friday, 12.00 – 13.00 November 21 st , 2024 to February 7th, 2025
Friday, February 7, 12.00 – 13.00 Exam

Lecturer
Malika Jumaniyozova, MSc, Dr. Florian Wakolbinger

Entry requirements
Good knowledge in mathematics (algebra, differential calculus, statistics).

The IC complements the same-named course. 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. Accordingly, it is strongly recommended for students to attend the course and the intensifying course in the same semester.

Course objectives, contents, required reading
See course “Introduction to Microeconomics”

Assessment
Regular attendance, written exam

239402 Labour Economics
Course, 2.00 hours, 3.00 ECTS credits, weekly

Monday, 15.30 – 17.00 October 7 th , 2024 to January 27 th , 2025
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Lecturer
PD Mag. René Böheim, PhD

Entry requirements
JKU regular students must have completed the following courses:

- “Introduction to business management”,
- “Introduction to Economics”
- Course “Managerial Economics” OR course “Personnel Economics”

Incoming exchange students must have completed equivalent courses at the home institution.

Course objectives
Overview of the theoretical approaches to labour markets and an overview on empirical evidence.

1. Students acquire a general understanding of economic theories which are used to explain wages, employment, and other labour market outcomes.
2. Students learn how theories and models can be used to derive predictions about effects of government policies on labor market outcomes.
3. Using examples from applied research, students learn how theoretical models can be tested empirically, how to evaluate economic policies, and how to interpret empirical results in order derive policy recommendations.

Course content
The focus of this course is on the theories of how labour markets work — and on the empirical evidence for these theories. Starting from a general discussion of the role of supply and demand in labour markets, we will examine key topics in labour markets, for example, the effect of immigration or minimum wages on labour market outcomes. We will analyse gender wage differences, examine the importance of education, and study the role of public policy. In particular, we will look in detail on unemployment insurance and how it affects wages and employment outcomes, including short-time work.

The focus of this class is both on the theory and on the empirical evidence.

Required reading

Borjas, George, 2020, *Labor Economics*, 8th edition, McGrawHill

Recommended additional reading:

Boeri, Tito und Jan van Oours, 2013, *The Economics of Imperfect Labor Markets*, 2nd edition, Princeton University Press.

239418 Managerial Economics

Course, 2.00 hours, 3.00 ECTS credits, weekly

Monday	10.15 – 11.45
Thursday	08.30 – 10.00
October 3 rd to December 16 th , 2024	

Thursday, December 5,	8.30 – 10.00,	Final exam
Monday, December 16,	10.15 – 11.45,	Retake exam

Lecturer

Univ.-Prof. Dr. Rudolf Winter-Ebmer

Entry requirements

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

Course description

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

Course content**Topics from Industrial Organization:**

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

Topics from Organization and Management of Firms:

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

Grading

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

Reading

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

OTHER COURSES – BACHELOR LEVEL

534E61, 534E62 Academic Writing English (C1)

Course, 2.00 hours, 3.00 ECTS credits, weekly

534E61	Wednesday, 13.45 – 15.15,
534E62	Thursday, 12.00 – 13.30
October 2 nd , 2024 to January 30 th , 2025	

Lecturer

Dr.ⁱⁿ Michelle Hunter

Entry requirements

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

Further details to be announced

547xxx Intercultural Skills English (C1)

Course, 2.00 hours, 3.00 ECTS credits

Dates and Rooms to be announced in KUSSS
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Lecturers

Jeffrey Campbell, MA

Mag. Thomas Ziegelwagner, MSc

Janice Schölzer-Rankin

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.

239600 Economics for transformation

Course, 2.00 hours, 3.00 ECTS credits

Tuesday, 13.45 – 15.15 October 1 st , 2024 to January 28 th , 2025

Lecturer

Katrin Zocher, Ph.D.

Entry requirements

none

Course objectives

The objective of this course is to provide students with an understanding of the economic dimensions of transformation, including how it affects entire industries and economies. Students will examine the role of innovation, technological change, and globalization in driving economic transformation, and the challenges and opportunities these processes present for different economies.

Course contents

Micro- and macroeconomic methods for innovation, economic transformation and structural change.

Assessment/Grading

Project

141007 International Business Law: Regional Legal and Economic Integration

Course, 2.00 hours, 3.00 ECTS credits

Friday, November 29,	09.15 – 12.45
Monday, December 2,	17.15 – 18.45
Thursday, December 5,	17.15 – 19.45
Friday, December 13,	09.15 – 10.00 Final exam

Lecturer

Univ.-Prof. Dr. Rainer Palmstorfer, LL.M.

Course objectives

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

Course contents

Clarification of the following basic terms will be covered:

- Concepts and Varieties of Regional Legal and Economic Integration (EU – NAFTA – ASEAN – Mercosur)
- Free Trade and Consumer Law
- Free Trade and Environmental Standards
- Regional Legal Integration and Data Protection
- Regional Legal Integration and Copyright Protection

Teaching methods

Practice-based teaching with case studies included

Assessment

Written examination

536300 Introduction into Gender Studies in Science and Engineering

Lecture, 2.00 hours, 3.00 ECTS credits

Wednesday, 10.15 – 11.45 October 2 th , 2024 to January 8 th , 2025
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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 and decolonial 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' and 'race' influence scientific theories and methods as well as technological development – and vice versa? A special focus will be on the Life Sciences and Chemistry. 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, summaries; take home exam

Reading

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

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

Susanne Lettow (ed.): Reproduction, Race, and Gender in Philosophy and the Early Life Sciences, Albany: State University of New York Press 2014.

Londa Schiebinger: Plants and Empire. Colonial Bioprospecting in the Atlantic World, Cambridge MA: Harvard UP 2004.

Deboleena Roy: Molecular Feminisms. Biology, Becomings, and Life in the Lab, Seattle: University of Washington Press 2018.

231009 Introduction to Research Methods

Course, 2.00 hours, 3.00 ECTS credits

Monday	13.45 – 15.15
October 7 th , 2024 to January 27 th , 2025	

Lecturer

Dr. Dimitri Prandner

Entry requirements

Basic understanding of descriptive statistics

Course objectives

The students develop core competences concerning research designs, the basic principles of research methodology and selected methods.

By completing the course students will be able to distinguish between the key paradigms of social science inspired research, decide on an appropriate research design for basic research questions and formulate them accordingly.

The students will know the basics necessary to understand the main ideas presented in published research material and the competences to read up on further research strategies as well as methods and make informed choices about how to approach specific problems they need to solve from a social scientific, economic or business perspective.

Course contents

- Students will gain an understanding regarding how they can apply social scientific methods within the context and constraints of a modern digital society. Thus, they will be able to critically reflect on data presented by other researchers or business partners in different settings.
- Introduction of the methodological paradigms found in the social sciences – quantitative / qualitative / mixed methods.
- Afterwards the students will be confronted with the implications of modern digital communication technology and its societal impact (internationalization, globalization, big data) regarding methodology and research methods.
- Empirical research in the political, economic, business and academic context will be discussed

Teaching methods

Practice-based teaching with case studies included

Assessment

Exam at the end of the semester, three tasks dealing with common research methods

Required reading

Creswell, J. W., & Creswell, J. D. (2017). Research design: Qualitative, quantitative, and mixed methods approaches. Thousand Oaks: Sage publications.

Bryman, A. (2016). Social research methods. Oxford: Oxford university press.

256750 Management of Digitalization and Use of Business Information Systems

Lecture, 2.00 hours, 3.00 ECTS credits

Tuesday,	17.15 – 20.30	
October 8, 2024 to January 21, 2025		
Tuesday, November 19,	17.15 – 18.45	Exam Part 1
Tuesday, January 21,	17.15 – 20.30	Exam Part 2
Tuesday, February 4,	08.30 – 11.45	Retake Part 1 and Part 2
Tuesday, February 18,	08.30 – 11.45	2 nd Retake Part 1 and Part 2

Lecturer

Dr. Michaela Trierweiler, MSc

Entry requirements

It is obligatory that students attend and complete the lecture and the tutorial “Management of Digitalization and Use of Business Information Systems” in the same semester.

Course objectives

Students are familiar with the basic concepts and current software used in organizations to support business tasks. They are familiar with the potentials, borders and possibilities of ERP-systems to support the value generation in organizations and are able to assess their value in organizations (e.g., companies, public administration). They are aware of basic process models for the development and operation of information systems. They know basic tasks and methods of information management and the management of the digital transformation, even regarding the service industry and platform economy.

Course contents

The students have knowledge of business software (ERP-systems, Supply Chain Management, Customer Relationship Management, Product Life Cycle Management, Digital Business Systems, Management Information Systems); planning, development and operation of information systems, tasks and methods of information management, digital transformation, societal impacts of digital transformation, development and operation of information systems, digitalization.

Methods

Integrated in-class lecture and flipped classroom parts (lecture videos to be prepared), active participation and discussion is vital. Practical examples to further reflect on the material.

Assessment

Active participation in class, cumulative exam covering the whole module

256751 Management of Digitalization and Use of Business Information Systems

Tutorial, 2.00 hours, 3.00 ECTS credits

Wednesday,	October 16,	17.15 – 20.30	
Wednesday,	October 30,	17.15 – 20.30	
Wednesday,	November 13,	17.15 – 20.30	
Wednesday,	November 27,	16.30 – 19.45	
Wednesday,	December 11,	17.15 – 18.45	
Wednesday,	January 8,	17.15 – 20.30	
Wednesday,	January 15,	17.15 – 20.30	Final presentations

Lecturer

Mag. Roland Karlsböck

Entry requirements

It is obligatory that students attend and complete the lecture and the tutorial “Management of Digitalization and Use of Business Information Systems” in the same semester.

Course objectives and contents

See Lecture “Management of Digitalization and Use of Business Information Systems”

Methods

Working on real-world examples (cases), applying methods and frameworks of digitalization, identifying the use of information systems in the case context. Group work and individual homework has to be fulfilled.

Assessment

Active participation in class, individual and group work, cumulative exam covering the whole module

246005 Mathematics

Course, 2.00 hours, 3.00 ECTS credits

Wednesday	13.45 – 15.15	
October 2 nd , 2024 to January 29 th , 2025		
Wednesday, January 29 th	13.45 – 15.15	Final exam
Wednesday, February 12 th	13.45 – 15.15	Retake exam

Lecturer

Dr. Jan Boeckmann

Course objectives

The students have knowledge of the basic mathematical concepts that are used in business administration. They are able to describe and solve basic business administration issues in a precise way. They have extensive knowledge of linear and exponential functions. The students know how to differentiate a function and why derivatives play a role in business administration. They can deal with interest calculus and with systems of linear equations. They have profound knowledge of matrix and vector algebra and linear programming. They are familiar with the basic concepts of graph theory.

Course content

Clarification of the following basic terms will be covered:

- first-order logic
- linear and exponential functions
- differential calculus
- interest calculus
- systems of linear equations
- matrix and vector algebra
- linear programming
- basic graph theory

Assessment and Grading

The students have to hand in homeworks during the semester and there is a written final exam at the end of the term.

Methods

Lectures and exercises, evaluation of homework assignments

534K01 Media and Societies in Europe

Intensifying Course, 2.00 hours, 3.00 ECTS credits, weekly

Wednesday,	08.30 – 10.00	
October 2 nd , 2024 to January 29 th , 2025		
Wednesday, January 22 and 29,	8.30 – 10.00,	Oral exams

Lecturer

Mag.^a Maria Christine Pree

Contact

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

Entry requirements

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

Course objectives

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

Course content

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

- an overview of the most important media effect theories (agenda setting, spiral of silence, etc.)
- an overview of the European media landscape.
- the so-called "new media", its influence/effects on society and its implementation and instrumental use in politics and business as well as current issues related to "new media"
- "fake news" and other forms of manipulated media content – how to identify and interpret it
- AI and media: developments and impacts on traditional and new media

Teaching methods

Lecture, group discussions, formal and informal presentations

Assessment and Grading

In-class participation; oral and written assignments, , final oral exam

The final grade will be composed of continuous assessment of written and oral tasks (homework and presentations) as well as the final oral exam and participation in class activities.

229063 Political Economy

Lecture/Tutorial, 2.00 hours, 3.00 ECTS credits

Wednesday, 13.45 – 15.15
October 2nd, 2024 to January 15th, 2025

Thursday, January 23, 14.30 – 17.00 Written exam, 1st attempt
Thursday, February 13, 14.30 – 17.00 Written exam, 2nd attempt

Lecturer

William Peden, PhD.

Course content

Political economy comprises interdisciplinary studies based on economics, sociology and political science, among others, to explain how political institutions, the political environment and the economic system — individual, socialist or mixed — influence one another. This course deals with the entire spectrum of questions that arise when assessing the relationship, in particular, between democracy and alternative economic systems. These questions include: Does political democracy require a market economy and / or private property and / or restrictions on the economic role of the state? Which specific aspects of the free economy or socialism are particularly beneficial or harmful to democracy? Is there a feasible "third way" between market economy and socialism? Are the terms these terms still appropriate and meaningful? Will new economic systems arise in the future, and if so, are they compatible with democracy? What role does freedom play in this, and in what sense? Does the welfare state strengthen the individual economy or is it a big step towards socialism? Does capitalism have a future?

Objectives

By the end of the course, students will have the ability to identify the key theoretical and empirical foundations of (comparative) political economy and they will be familiar with the distinctive features of different types of state-market relations. Students will be equipped with the relevant analytical skills allowing them to understand and analyse the relationship between political and economic institutions.

Subject

The course provides an introduction to the key concepts, theories, and issues in (comparative) political economy. We will assess differences and similarities of state-market relations among countries, in order to understand variation in economic and social institutions among advanced capitalist economies.

Assessment and Grading

Written or oral exam, Discussion/Participation

237524 Social Philosophy / Political Philosophy

Seminar, 2.00 hours, 6.00 ECTS credits

Wednesday, 13.45 – 15.15 October 2 nd , 2024 to January 23 rd , 2025

Thursday, January 23, 14.30 – 17.00 Written exam, 1 st attempt Thursday, February 13, 14.30 – 17.00 Written exam, 2 nd attempt

Lecturer

William Peden, PhD.

Course content

Political economy comprises interdisciplinary studies based on economics, sociology and political science, among others, to explain how political institutions, the political environment and the economic system — individual, socialist or mixed — influence one another. This course deals with the entire spectrum of questions that arise when assessing the relationship, in particular, between democracy and alternative economic systems. These questions include: Does political democracy require a market economy and / or private property and / or restrictions on the economic role of the state? Which specific aspects of the free economy or socialism are particularly beneficial or harmful to democracy? Is there a feasible “third way” between market economy and socialism? Are the terms these terms still appropriate and meaningful? Will new economic systems arise in the future, and if so, are they compatible with democracy? What role does freedom play in this, and in what sense? Does the welfare state strengthen the individual economy or is it a big step towards socialism? Does capitalism have a future?

Objectives:

By the end of the course, students will have the ability to identify the key theoretical and empirical foundations of (comparative) political economy and they will be familiar with the distinctive features of different types of state-market relations. Students will be equipped with the relevant analytical skills allowing them to understand and analyse the relationship between political and economic institutions.

Subject:

The course provides an introduction to the key concepts, theories, and issues in (comparative) political economy. We will assess differences and similarities of state-market relations among countries, in order to understand variation in economic and social institutions among advanced capitalist economies.

Assessment and Grading

Written or oral exam, Discussion/Participation, Seminar paper/ Presentation

229074 Political Ideas

Course, 2.00 hours, 3.00 ECTS credits

Wednesday, 10.15 – 11.45 October 2 nd , 2024 to January 22 nd , 2025

Wednesday, January 22, 9.15 – 11.45 Written exam, 1 st attempt Wednesday, February 12, 10.15 – 12.45 Written exam, 2 nd attempt
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Lecturer

William Peden, PhD.

Course objectives

This course provides a contemporary and policy-orientated introduction to the main political philosophies. Students will gain both a clear theoretical understanding of major political ideas and the ability to apply these ideas to practical policy debates. They will be better prepared for debating political issues, policy analysis, and understanding the dynamics of contemporary politics.

Content

In the first part of the course, the theories of liberalism, conservatism, libertarianism, and socialism are introduced. In the second part, we shall discuss several contemporary political issues using the frameworks of these political philosophies. These issues will include artificial intelligence policy, science policy, the scope of markets, and freedom of speech debates.

Assessment and Grading

Active class participation, discussion exercises, and a final exam.

Methods

Lectures by the instructor and guest lecturers, group discussions, and individual exercises.

236044 Global Studies: Basics

Wednesday, October 9	17.15 – 20.30
Wednesday, November 27	17.15 – 20.30
Wednesday, December 4	17.15 – 20.30
Wednesday, December 11	17.15 – 20.30
Wednesday, January 15	17.15 – 20.30
Wednesday, January 29	17.15 – 20.30

Lecture and Tutorial, 2.00 hours, 3.00 ECTS credits

Lecturer

Assoz. Univ.-Prof.ⁱⁿ Dr.ⁱⁿ Veronika Wittmann

Contact

For specific questions relating to the course please contact veronika.wittmann@jku.at

Course objectives

Main objective of the lecture Global Studies is to get to know about scientific topics on global affairs, world society as well as sustainable development, and global trends.

Course content

- I. Global Challenges: Rethinking Science Towards a Sustainable Future
- II. Sustainable Development Goals: A Global Agenda to Transform the World?
- III. Old Terms and New Worlds. Challenges for Global Studies in the 21st Century
- IV. Global Risk Society
- V. Global Culture
- VI. Global Trends: Time for Afropositivism?

Assessment

Written exam
Essay

Required reading

Global Risks Report 2024 (WEF)

236048 Reading Course: Global Studies

Tutorial, 2.00 hours, 3.00 ECTS credits

Monday, October 7	17.15 – 20.30
Monday, November 25	17.15 – 20.30
Monday, December 2	17.15 – 20.30
Monday, December 9	17.15 – 20.30
Monday, January 13	17.15 – 20.30
Monday, January 27	17.15 – 20.30

Lecturer

Assoz. Univ.-Prof.ⁱⁿ Dr.ⁱⁿ Veronika Wittmann

Contact

For specific questions relating to the course please contact veronika.wittmann@jku.at

Course description

The first and second sessions aim at providing students with an introduction to the global age: state and society beyond modernity. In this session, students will also be introduced to viewpoints of the world at risk as well as the global risks reports.

Students then focus in the third and fourth session on some of the main concepts with regard to sustainable development and the agenda 2030: raising questions of an unequal world, planetary boundaries as well as climate change. Students also learn about the sustainable development goals proclaimed by the United Nations: the 17 goals are an urgent call for action by all UN member states in a global partnership.

The fifth session is devoted to aspects of global governance and civilizing world politics: society and community beyond the state, world society and the nation-state, who's making global civil society as well as the question of civil society, the state, and the limits to global civil society.

The course is completed by a final session on a report to the Club of Rome, including aspects of short-termism, population and the destruction of the planet, and a cosmopolitan dispute on global cooperations as a blueprint for humanity.

Course objectives

To provide insights into different socio-scientific perspectives of the global age and sustainability.

Grading

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

- Presentation of the selected article in the seminar.
- Write a comment on the selected article.
- Participation in the discussion forums.

Required reading

Albrow, Martin 1996: The Global Age. State and Society beyond Modernity, Stanford University: Stanford.

Beck, Ulrich 2008: World at Risk, Cambridge: Polity Press.

Kennedy, Paul 2007: Parliament of Man. The Past, Presence and Future of the United Nations, New York: Penguin Books.

Sachs, Jeffrey D. 2015: The Age of Sustainable Development, New York: Columbia University Press.

Spotlight on Sustainable Development 2020: Shifting Policies for Systemic Change. Lessons from the Global Covid-19 Crisis, Global Civil Society Report on the 2030 Agenda and the SDGs, Global Policy Forum et al: Bonn.

Weizsäcker, Ernst Ulrich von/Wijkman, Anders 2017: Come on! Capitalism, Short-termism, Population and the Destruction of the Planet, A Report to the Club of Rome, New York: Springer.

231457 Technology and Society

Seminar, 2.00 hours, 6.00 ECTS credits

Monday,	October 7,	13.45 – 17.00
Monday,	October 21,	13.45 – 17.00
Monday,	November 4,	13.45 – 17.00
Monday,	November 18,	13.45 – 17.00
Monday,	December 2,	13.45 – 17.00
Monday,	December 16,	13.45 – 17.00
Monday,	January 20,	13.45 – 17.00

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

534K02 Theory of Intercultural Communication

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

Friday, October 4,	8.30 – 11.45	
Friday, November 8,	8.30 – 11.45	
Friday, November 29,	8.30 – 11.45	
Friday, January 10,	8.30 – 11.45	
Friday, January 17,	8.30 – 11.45	
Friday, January 24,	8.30 – 11.45	
Friday, January 31,	8.30 – 11.45	Oral exams

LecturerMag.^a Maria Christine Pree**Contact**

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

Course objectives

The course intends to provide an insight into different theories of intercultural communication and to enable students to compare various theoretical approaches to this topic. At the same time, it aims at improving the

students' understanding of their own culture, of cultural differences, and their interaction skills with representatives from other cultures.

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

Course contents

After providing some basic insight into different models of national culture and cultural theories, the course will focus on the impact of culture on intercultural communicative interactions. Different topics such as cultural identity and the influence of language on reasoning and cognitive schemes will be discussed. In particular, students will reflect critically on their individual communicative behaviour within their own culture and in other cultures and will thus try to improve their communicative competence when interacting with people from other cultures.

Teaching methods

Lectures, literature study, group and pair-work, in-class discussions, reflective activities.

Assessment

Cultural autobiography, written discussion of critical incidents and final reflection, participation in class, final oral exam on assigned readings.

Due to the importance of in-class participation, regular attendance of the course is required.

232490 Work Psychology

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

Thursday, October 17,	8.30 - 13.30
Friday, October 18,	8.30 – 12.45
Thursday, October 24,	8.30 - 13.30
Thursday, November 7,	8.30 - 13.30
Friday, November 8,	8.30 – 12.45

Lecturer

Dr.ⁱⁿ Marlene Penz

Contact

aom@jku.at

Entry Requirements

None

Course aims

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

Course content

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

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

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

BUSINESS ADMINISTRATION – MASTER LEVEL

Master Program Management

Entry requirements

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

General Management Competence

269060 Creating Strategic Advantages

(M1 – Master Program 1st Year)

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

Dates and Rooms to be announced in KUSSS
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Lecturer

Univ.-Prof. Dr. Waldemar Kremser

Course Content including Goals

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

Course objectives

This course aims to:

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

Learning outcomes

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

Assessment Strategy

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

Synchronization of learning outcomes and assessments:

LO1: Open book exam

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

Study Material

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

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

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

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

Dates and Rooms to be announced in KUSSS
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Lecturer

Dr. Christiane Steinlechner, MA

Course Content including Goals

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

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

Course objectives

This course aims to:

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

Learning outcomes

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

- LO1: Appreciate the scope and character of marketing in today's dynamic markets. [subject knowledge]
- LO2: Synthesize knowledge of marketing strategy, marketing operations and tactics and apply concepts to national and international case studies. [cognitive/analytical]
- LO3: Discuss and evaluate social and ethical issues relating to marketing management. [cognitive/analytical]

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

Assessment Strategy

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

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

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

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

The assignment enables students to:

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

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

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

The individual exam enables students to:

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

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

Both assessment components have been designed to:

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

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

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

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

Study Material

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

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

266005 Organization

(M1 – Master Program 1st Year)

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

Dates and Rooms to be announced in KUSSS
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Lecturer

a.Univ.-Prof. Dr. Robert M. Bauer

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

- Scott, W. R. & Davis, G. F. 2007. *Organizations and Organizing: Rational, Natural and Open Systems Perspectives*. Pearson Prentice Hall.
- Staber, U. 2013. *Understanding Organizations. Theories and Images*. Sage.

Articles (selection; changing depending on topic focus)

- Bromley P, Powell WW. 2012. From smoke and mirrors to walking the talk: Decoupling in the contemporary world. *The Academy of Management Annals* 6(1): 483–530.
- Ferraro, F., Pfeffer, J., & Sutton, R. I. 2005. Economics language and assumptions: How theories can become self-fulfilling. *Academy of Management Journal*, 30(1): 8-24.
- Mintzberg, H. *The Structuring of Organizations*. Online PDF.
- Orton JD, Weick KE. 1990. Loosely coupled systems: a reconceptualization. *Academy of Management Review* 15(2): 203.
- Ouchi WG 1980. Markets, bureaucracies, and clans. *Administrative Science Quarterly*, 25: 129-142.
- Powell, W.W., Koput, K.W., Smith-Doerr, L. 1996. Interorganizational collaboration and the locus of innovation: Networks of learning in biotechnology. *Administrative Science Quarterly*, 41: 116-145.
- Santos F.M., Eisenhardt K.M., 2005. Organizational boundaries and theories of organization, *Organization Science* Vol. 16, No. 5, pp. 491–508.
- Simon, H. A. 1955. A behavioral model of rational choice. *The Quarterly Journal of Economics*, 99-118.
- Weick KE, Sutcliffe KM, Obstfeld D. 2005. Organizing and the process of sensemaking. *Organization Science* 16(4): 409–421.

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

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

Dates and Rooms to be announced in KUSSS
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Lecturer

Univ.-Prof. Claudio Biscaro

Course Content including Goals

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

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

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

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

Objectives

This course aims at:

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

Learning outcomes

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

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

Assessment Strategy

The assessment strategy aims to reward a holistic understanding of the theories and concepts presented in the course and the capacity of using theories and concepts to analyze organizational problems related to

change, rather than rewarding a precise mnemonic recollection of definitions and facts. In other words, the strategy will allow for monitoring the progress of the student along the learning objectives.

Range of assessment methods

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

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

- Brown, SL and Eisenhardt, KM (1997): "The art of continuous change: Linking complexity theory and time-paced evolution in relentlessly shifting organizations." *Administrative Science Quarterly*, 4: 1-34.
- Christensen, C. M., & Rosenbloom, R. S. (1995). Explaining the attacker's advantage: Technological paradigms, organizational dynamics, and the value network. *Research policy*, 24(2), 233-257.
- Edmondson, A. (1999). "Psychological safety and learning behavior in work teams." *Administrative Science Quarterly*, 44, 350-383.
- Garaus, C., Güttel, WH, Konlechner, SW, Koprax, I., Lackner, H., Link, K. and Müller, B. (2016): "Bridging knowledge in ambidextrous HRM systems: Empirical evidence from Hidden Champions." *International Journal of Human Resource Management* 27: 355-381.
- Goleman, D. (2017). *Leadership that gets results* (Harvard business review classics). Harvard Business Press.
- Grosser, TJ., Obstfeld, D., Choi, E.W., Woehler, M., Lopez-Kidwell, V., Labianca, G., and Borgatti, SP. (2018): "A sociopolitical perspective on employee innovativeness and job performance: The role of political skill and network structure." *Organization Science* 29: 612-632.
- Hansen, NK, Güttel, WH and Swart, J. (2019): "HR in dynamic environments: Exploitative, exploratory and ambidextrous HR architectures." *International Journal of Human Resource Management* 30(4):648-679.
- Kotter, J. P. (1995). *Leading change*. Harvard Business Review, 2(1), 1-10.
- Krackhardt, D. (1992): The strength of strong ties. The importance of Philos in organizations.
- Padgett, J. F., & Ansell, C. K. (1993). Robust Action and the Rise of the Medici, 1400-1434. *American journal of sociology*, 98(6), 1259-1319.
- Thomas, R., Sargent, L. D., & Hardy, C. (2011). "Managing organizational change: Negotiating meaning and power-resistance relations." *Organization Science*, 22(1), 22-41.
- Tripsas, M., & Gavetti, G. (2000). Capabilities, cognition, and inertia: Evidence from digital imaging. *Strategic Management Journal*, 21, 1147-1161.

Case studies

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

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
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Lecturer

Mag. Dr. Johannes Slacik

Course Content including Goals

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

- Apply Strategic Management Accounting and the decision-making process
- Analyze the role of Management Accountants
- Design and apply Management Control Systems
- Learn to evaluate employee motivation and leadership skills
- Analyze with theoretical frameworks, e.g., Contingency-, Stakeholder-, Agency theory, Organizational learning
- Learn to apply Management Accounting instruments: CVP-Analysis, Scenario-Analysis, Break Even Analysis, optimal production, insourcing versus outsourcing,
- Calculate and evaluate performance measurements, ratios and the Balanced Scorecard
- Analyze and Evaluate performance measurement systems and action plan designs
- Develop practical strategic and operative solutions based on case studies

Objectives

This course aims to:

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

Learning outcomes

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

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

Assessment Strategy

- Students complete theoretical and practical homeworks individually and in groups. These homeworks are designed to learn and practice further the theories from the lectures, to apply frameworks and

analytical thinking and practice the evaluation, design and decision-making process in case study scenarios as learned in the lectures. The selection of homework is presented in class and discussed to deepen the understanding of the content and challenges. The assessment results in points for each individual and the whole group [LO1, LO2, LO3, LO4, LO5]

- There are two exams (mid-term and final exam). The mid-term exam is designed to remember, understand and apply the knowledge learned in the lectures [LO1, LO2, LO3]. It has single choice and open questions. The final exam is designed to test both the theoretical and practical knowledge gained during the lectures. Students have to apply their new skills, analyze and evaluate practical business situations and create and design practical solutions. Plagiarisms is avoided in both exams. For one, the exam is time limited and limited space for answers is available. Secondly, the case studies ask for individually created answers that are not available anywhere, thus plagiarism is not possible. The exams result in individual grades. [LO1, LO2, LO3, LO4, LO5]
- The final grade is based on both theoretical and practical applied knowledge of students, shown by the homeworks and the two exams. [LO1, LO2, LO3, LO4, LO5]

Study Material

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

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

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

Dates and Rooms to be announced in KUSSS
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Lecturer

Markus Mottinger, MA

Course Content including Goals

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

Objectives

This course aims to:

- Introduce students to goals and concepts of financial accounting, user groups of financial accounting, differences in national accounting systems and to show the need for global accounting standards.

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

Learning outcomes

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

- LO1: Discuss how national accounting standards differ due to different users, information needs and national influences and why there is a need for globalized accounting standards. [international orientation/relevant theory]
- LO2: Discuss the implications corporate actions have on the company's financial statements. [Business Management Qualifications]
- LO3: Apply basic accounting techniques and valuation methods from selected IAS/IFRS standards. [cognitive/analytical]
- LO4: Transfer the abstract rules from IAS/IFRS standards in order to solve concrete accounting problems. [professional/transferable skills]
- LO5: Correctly interpret financial statements prepared according to IAS/IFRS standards. [professional/transferable skills]
- LO6: Calculate and correctly interpret financial ratios and alternative performance measurement concepts. [professional/transferable skills]

Assessment Strategy

The Assessment Strategy includes the following components:

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

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

Synchronization of learning outcomes and assessments:

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

Study Material

Study and reading material includes the following:

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

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

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

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

Dates and Rooms to be announced in KUSSS
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Lecturers

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

Course Content including Goals

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

Overall content:

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

Objectives

This course aims to:

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

Learning outcomes

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

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

Assessment Strategy

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

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

Synchronization of learning outcomes and assessments:

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

Study Material

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

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

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

281300 Entrepreneurship

(M1 – Master Program 1st Year)

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

Dates and Rooms to be announced in KUSSS
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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
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Lecturers

Univ.-Prof. Henriett Primecz, Richard Wan MGB, Assoz.-Prof. Petra Aigner, Ph.D.

Course Content including Goals

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

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

Objectives

This course aims to:

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

Learning outcomes

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

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

Assessment Strategy

A maximum of 100 points can be achieved in the seminar. For a passing grade, students must obtain at least 50 per cent in each category AND at least 60 per cent of the total points.

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

Study Material

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

241054, 241055 Quantitative Research Methods (M1 – Master Program 1st Year)

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

Dates and Rooms to be announced in KUSSS
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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 proves that you have developed the necessary skills to critically analyze the scientific literature, formulate an original research question and develop a sound methodological framework.

Synchronization of learning outcomes and assessments:

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

Study Material

Study material: Slides

Additional sources:

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

246020 Introduction to Digital Transformation and Technologies

(M1 – Master Program 1st Year)

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

Dates and Rooms to be announced in KUSSS

Lecturers

Milos Chromy, PhD, Mag. Thomas Grasser

Course Content including Goals

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

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

Objectives

This course aims to:

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

Learning outcomes

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

- LO1: Differentiate between digitization, digitalization and digital transformation and connect it with the information function in organizations. [Relevant Theory, Digital transformation, Business management qualifications, Interdisciplinary skills]
- LO2: Analyze and evaluate different tools and methods for a given challenge and apply the selected tool and method. [Relevant Theory, Digital transformation, Business management qualifications, Interdisciplinary skills, Research Skills and Methodological competencies, Social Skills, Interaction with companies, empirical/practical projects]
- LO3: Use modeling techniques (BPMN 2.0, UML or EPK) to work on complex and complicated digital transformation projects [Relevant Theory, Digital transformation, Business management qualifications, Interdisciplinary skills, Research Skills and Methodological competencies, Social Skills, Interaction with companies, empirical/practical projects]
- LO4: Distinguish good and bad practices used by descriptive analytics (bias, misleading, etc.) and apply knowledge in practical exercises. [Ethics, Responsibility and Sustainability (ERS), Analytical skills, Digital transformation]
- LO5: Choose right prediction models and design the model for chosen practical example. They will be able to recognise the ethics problems of machine learning. [Ethics, Responsibility and Sustainability (ERS), Analytical skills, Problem Solving and Reflections Skills, Research Skills and Methodological competencies]
- LO6: Acquire the tools necessary to formulate a problem as an optimisation model and assess the result computed by the model. They will be able to design a simulation for a given scenario and analyse the outcomes of the simulation. [Problem Solving and Reflections Skills, Analytical skills, Research Skills and Methodological competencies]
- LO7: Apply R and RStudio to solve problems arising in Descriptive, Predictive and Prescriptive analytics. [Digital skills, empirical/practical projects]

Assessment Strategy

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

Students complete four group homework for different learning objectives [LO1, LO2, LO3, LO4, LO5, LO7].

Student can get for each project up to 10 points.

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

To pass the course student has to get:

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

Study Material

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

Interpersonal Skills and Intercultural Competence

252010 Business Ethics (M1 – Master Program 1st Year)

Seminar, 2.00 hours, 2.00 ECTS credits

Dates and Rooms to be announced in KUSSS
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Lecturer

Dr.ⁱⁿ Melanie Lubinger

Objectives

- Introduce basic knowledge about normative ethical theories such as consequentialist and non consequentialist theory, demonology, utilitarianism as well as virtue theories
- Equip students with a profound understanding of the role of business ethics in order to deal with international and national challenges of organizations
- Enhance and strengthen the personality of students towards becoming a critically thinking, self-reflective businessmen/women in order to take ethical decisions
- Provide students with a theoretical and practical foundation about business ethics goals such as SDG-Goals or the concept of sustainability.

Learning outcomes

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

- LO1: Provide a basic definition of business ethics, describing the relationship between business ethics and the law as well as distinguishing between ethics, morality and ethical theories. [Business Management Qualification]
- LO2: Evaluate the importance of different normative ethical theories for business ethics. [Interdisciplinary Skills]
- LO3: Elaborate on different international perspectives on business ethics, including European, Asian and North American perspectives. [Intercultural Skills]
- LO4: Describing how globalization and ethical challenges in different organizations represent a critical context for business ethics. [Analytical Skills | [Interdisciplinary Skills]
- LO5: Accurately make use of trust and relationship building, storytelling and persuading techniques in a sales conversation. [Social Skills]
- LO6: Evaluating and critically reflecting on expert talks by writing a reflection paper on the certain expert talk. [Problem solving and Reflection Skills]
- LO7: Critically analyze and evaluate case studies on topics in the field of business ethics. [Analytical Skills | Social Skills]
- LO8: Utilize effectively normative ethic theories to identify moral problems, decide how to overcome them and create a successful solution to tackle the ethical issue. [Intercultural Skills | Social Skills | Self-Management Skills | Problem Solving Skills]

Course Content

Hence, this course aims at providing a profound theoretical basis of Business Ethics including normative ethical theory for decision-making in business. A good education in business ethics for business students is a very important aspect due to ethical challenges in different types of organizations.

Moreover, also an international perspective on business ethics, including European, Asian and North American perspectives as well as important business targets such as the “triple bottom line” of sustainability should be focused by interactive teaching models such as case studies, discussions, expert talks and writing reflections on these presentations and presenting own posters on ethical issues in class.

Overall content:

1. The course content is divided into five parts:
1. Introduction to normative ethical theories such as deontology theory, consequentialist theory and virtue theory
2. Elaborate on different international perspectives on business ethics, including European, Asian and North American
3. Contextualizing business ethics and its stakeholders
4. Challenges in different organizations under the aspect of topics in the field of business ethics
5. “Triple bottom line” of sustainability as a key goal of business ethics

Assessment

Scoring system:

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

Range of assessment methods:

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

1. Mandatory group case study (max. 60 points)
2. Poster Presentation (max. 15 points)
3. Individual assessment of course participation (max. 5 points each class)
4. Reflection paper on expert talks (max. 20 points 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.

Methods

The course follows an application and problem based pedagogical approach:

- Interactive
- Adaptive, individualized
- Group discussions
- Case studies
- Paper reflections

Study Material

Books - Compulsory reading

Crane, A., Matten, D., Glozer, S., Spencer, L. (2016), Business Ethics – Managing Corporate Citizenship and Sustainability in the Age of Globalisation, 4th Edition, Oxford, (Chapter 1 and Chapter 3)

Shaw, W. H. (2017), Business Ethics, 9th Edition, Cengage, (Chapter 2)

Books - Supplementary reading

Zelizer, V. A. (2020), Ethics in the Economy, in: Beschorner, T. et al. (Hrsg.), Wirtschaft und Unternehmensethik, Springer, S. 223-240.

Enderle, G. (2020), Business Ethics in the intercultural and global context, in: Beschorner, T. et al. (Hrsg.), Wirtschafts- und Unternehmensethik, Springer, S. 599-619.

Bassen, A. Kovás, A. M. (2020) Environmental, social and governance key performance indicators from a capital market perspective, in: Beschorner, T. et al. (Hrsg.), Wirtschaft und Unternehmensethik, Springer, S. 809-821.

Academic articles - Supplementary reading

Chan, K.C., Fung, H.G. & Yau, J. (2010) Business Ethics Research: A Global Perspective. J Bus Ethics 95, 39–53. <https://doi.org/10.1007/s10551-009-0346-z>

Islam G, Greenwood M. Ethical research in business ethics. Journal of Business Ethics. November 2022. doi:10.1007/s10551-022-05301-z

**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
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Lecturer

N.N.

Course Content including Goals

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

Objectives

This course aims to:

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

Learning outcomes

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

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

Assessment Strategy

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

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

For a passing grade students must obtain at least 50 per cent in each category AND at least 60 per cent of the total points.

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

Synchronization of learning outcomes and assessments:

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

Study Material

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

Compulsory reading

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

267020, 267102 Negotiation Skills

(M1 – Master Program 1st Year)

Seminar, 2.00 hours, 2.00 ECTS credits, Fall

Dates and Rooms to be announced in KUSSS
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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.)

267023, 267103 Team Development & Group Dynamics

(M1 – Master Program 1st Year)

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

Dates and Rooms to be announced in KUSSS
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Lecturer

Dr. Irina Mussner

Course Content including Goals

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

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

Objectives

The course aims to:

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

Learning outcomes

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

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

Assessment Strategy

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

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

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

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

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

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

Synchronization of learning outcomes and assessments:

- LO1: Team assignment (post-course) / Course participation assessment (conceptual input, case studies)
- LO2: Course participation assessment (action learning exercises)
- LO3: Course participation assessment (team reflection exercise)
- LO4: Team assignment (post-course) / Course participation assessment (conceptual input, case study, films, discussions)
- LO5: Team assignment (post-course) / Course participation assessment (observation exercise, action learning exercises)
- LO6: Team assignment (post-course) / Course participation assessment (conceptual input, case study, action learning exercise, reflection exercises)

- LO7: Team assignment (post-course) / Course participation assessment (conceptual input, case study, reflection of own experiences, reflection exercises)
- LO8: Course participation assessment (self-reflection, peer feedback, observation exercises)
- LO9: Team assignment (post-course) / Course participation assessment (self-evaluation, peer feedback, self-reflection)

Study Material

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

269064 Presentation and Moderation Skills

(M1 – Master Program 1st Year)

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

Dates and Rooms to be announced in KUSSS

Lecturers

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

Course Content including Goals

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

The course is divided into three parts:

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

Objectives

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

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

Learning outcomes

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

- LO1: Recall basic presentation and moderation skills, define and understand the importance of giving a professional business presentation (Business Management Qualification / Subject Knowledge)
- LO2: Discuss the role of emotions and body language in a presentation (Interdisciplinary Skills)
- LO3: Identify the importance of different audience perceptions and expectations (Intercultural Skills)
- LO4: Illustrate basic and advanced presentation and moderation skills and examine which ones to apply within the different scenarios (Analytical skills/ Self-Management Skills)
- LO5: Accurately make use of storytelling and persuading techniques in a business pitch (Social skills)
- LO6: Propose own sales, investors, coaster and elevator pitch and sales presentation and experiment with emotional selling, probing and evaluate the effectivity of own pitch (Problem solving and Reflection Skills)
- LO7: Critically analyze and evaluate which and how effective presentation and pitches are provided and getting feedback (Analytical skills / Social skills)
- LO8: Utilize effectively barrier handling techniques to identify psychological barriers for an effective presentation, decide how to overcome them and create a successful pitch. (Intercultural skills / Social Skills/ Self-Management Skills / Problem Solving Skills)

Assessment Strategy

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

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

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

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

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

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

Synchronization of learning outcomes and assessments:

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

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

Study Material

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

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

241057, 241061 Key Sales Skills and Sales Psychology

(M1 – Master Program 1st Year)

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

Dates and Rooms to be announced in KUSSS
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Lecturer

Kathrin Mayr, MA

Course Content including Goals

Mission statement:

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

General description:

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

Subject domains:

The course content is divided into five subject domains:

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

International and ethical context:

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

Objectives

This course aims to:

- Introduce basic knowledge about the psychology behind selling and buying to students including a sales process in synchronization with the different buying stages of a buyer to students.
- Equip students with a profound understanding of the role of sales within profit organizations and the role emotions while selling and buying with the objective to identify seller and buyer types in the seller – buyer exchange process.
- Enhance and strengthen the personality of students towards becoming a critically thinking, self-reflective, confident sales person by building up a skill set of basic and advanced sales techniques.

- Provide students with a theoretical and practical foundation about sales funnel management and effective motivational people management taking remote and multicultural perspectives into account.
- Enable students to convert potential buyers into loyal customers integrating psychological concepts while applying sales techniques effectively in accordance with the identified emotional buyer type.

Learning outcomes

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

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

Assessment Strategy

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

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

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

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

Synchronization of learning outcomes and assessments:

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

Study Material

Compulsory reading:

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

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

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

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

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

Competence Area – Marketing and Global Marketing in a Digital World

241017 International Marketing 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
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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 a social media tool (weighted 25%)
- Presentation and report of a global communication strategy and defending the strategy during in-class discussion (weighted 75%)
- Grading scale from 1 (very good), 2 (good), satisfactory (3), sufficient (4) to fail (5)
- All parts of the assessment have to be positive in order to pass the course
- Feedback session for individual feedback from the lecturer available the end of the seminar
- Peer evaluation at the end of the course
- All students have to be able to demonstrate and make clearly identifiable their individual contributions to group work.
- Free riding behaviour is not accepted, leading to downgrading or exclusion from the course
- Plagiarism is not accepted. Regular plagiarism checks are performed.

Synchronization of learning outcomes and assessments

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

Study Material

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

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

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

Dates and Rooms to be announced in KUSSS
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Entry requirements

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

Lecturer

Assoz. Univ.-Prof. Dr. Katharina Hofer

Course Content including Goals

Indicative content includes:

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

Objectives

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

Learning outcomes

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

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

Assessment Strategy

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

Synchronization of learning outcomes and assessments

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

Study Material

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

241014 Contemporary Issues in Marketing 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
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Lecturer

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

Interactive Component: The assessment strategy is designed to provide students with a practical opportunity to apply theoretical concepts of marketing 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 ($\pm 10\%$; excl. references & appendix)
- Submission: via Moodle (PDF)

The assignment enables students to:

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

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

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

Study Material

Compulsory reading:

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

Supplementary Readings:

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

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

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

Dates and Rooms to be announced in KUSSS
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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

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

(The relevant materials can be retrieved from KUSSS)

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

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

Dates and Rooms to be announced in KUSSS
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Entry requirements

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

Lecturer

Dr. Arne Floh

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)
- Kotler, Philip, Keller, Kevin Lane, Chernev, Alexander (2022): Marketing Management. Global/16th Edition. Person: Harlow (England).

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)

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

Dates and Rooms to be announced in KUSSS

Entry requirements

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

Lecturer

Prof. Alberto Monti

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 | Course participation
- L05: Term paper | Course participation
- L06: Course participation assessment

Study Material

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

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

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

Dates and Rooms to be announced in KUSSS
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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 change projects.
- Contemporary literature.
- Role of business and management fads.
- Theoretical concepts as foundation for change concepts.

Learning outcomes

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

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

Assessment Strategy

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

- Hasenzagl, R. (2020): Management als Profession. Schäffer Poeschel (translated parts)
- Robertson, B. J. (2015). Holacracy - The Revolutionary Management System That Abolishes Hierarchy. Penguin
- 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
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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.)s.

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

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

Dates and Rooms to be announced in KUSSS

Entry requirements

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

Lecturer

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

Course Content including Goals

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

In specific the course addresses the following topics:

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

Objectives

This course aims to:

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

Learning outcomes

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

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

Assessment Strategy

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

Reflection of learning outcomes in the assessment and teaching methods:

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

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

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

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

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

Study Material

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

Selected Chapters of

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

Articles

- Goleman, D. (2017): Leadership that gets results (Harvard Business Review Classics). Harvard Business Press.
- Hammond, M., Clapp-Smith, R., & Palanski, M. (2017): Beyond (just) the workplace: A theory of leader development across multiple domains. *Academy of Management Review*, 42(3), 481-498.

- Mintzberg, H. (1990): Manager's job: Folklore and fact. Harvard Business Review.
- Nobel, C (2012): The power of conversational leadership. HBS Working Knowledge: Research & Ideas.
- Schweiger, S., Müller, B., & Güttel, W. H. (2020): Barriers to leadership development: Why is it so difficult to abandon the hero? Leadership, 16(4), 411-433.
- Tourish D (2014): Leadership, more or less? A processual, communication perspective on the role of agency in leadership theory. Leadership 10(1), 79–98
- Uhl-Bien, M., & Arena, M. (2018): Leadership for organizational adaptability: A theoretical synthesis and integrative framework. The Leadership Quarterly, 29(1), 89-104.
- Further readings based on the specifics of the business cases.
- 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
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Entry requirements

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

Lecturer

Univ.-Prof. Henriett Primecz, Jina Kim-Prunera, MA, ACC

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
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Entry requirements

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

Lecturer

Dr.ⁱⁿ Vanda Daniella Harmat, N.N.

Course Content including Goals

The content of this course is focused on the following areas:

- Acquiring virtual collaboration competences.
- Understanding the complexity of new ways of working and its impact on organizations, leadership, teams, and individuals.
- Becoming familiar with niche topics in virtual team management (innovation, creativity, tech-savviness).
- Gaining practical, virtual business management experience.
- Acquiring feedback and reflection techniques.

Objectives

This course aims to:

- Provide with a learning environment that allows for experiencing the benefits and challenges of multicultural and virtual team work.
- Increase students' sensitivity and awareness about challenges in virtual collaboration.
- Enable the acquisition of holistic picture in an online operating company.
- Enrich students' understanding of different issues regarding the new ways of working from different perspectives (corporate infrastructure, leadership, etc.).
- Raise awareness and have discussions about the ethical and sustainability aspects of new ways of working and virtual collaboration.
- Enable students to be self-aware and valuable contributors in virtual collaboration.

Learning outcomes

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

- LO1: Discuss and evaluate social, ethical, and sustainability issues relating to new ways of working. [cognitive/analytical]
- LO2: Accurately identify and apply relevant theory within different specific contexts of virtual collaboration and the new ways of working. [cognitive/analytical, remember]
- LO3: Apply decision making skills related to virtual collaboration – managing a business online. [professional/practical skills, apply]
- LO4: Demonstrate the ability to formulate and present concise, insightful analyses which expos issues logically and coherently. [transferable skills, analyze, evaluate, create]
- LO5: Acquiring skill set and frameworks for self-reflection and peer reflection in virtual and face-to-face collaboration. [evaluate]

Assessment Strategy

Class participation:

Although class participation is not part of the graded component, students are required to attend at least 80% of lessons in order to remain eligible for grading. As each lesson has a portion where students either need to prepare an in-class presentation or have time to work on their group project, students are eager to attend all lessons as they do not want to miss out neither on content nor interaction with their colleagues.

Individual assessment: 60%, Group assessment: 40%

In details:

- Virtual simulation assignments (30 points) – individual assignments:
 - Individual reflection essay I (15 points), Individual reflection essay II (15 points). There are two simulation lessons. After each occasion students write their essays, therefore, they can track their own development. These assignments facilitate students in assessing and integrating their own learning throughout the simulation experience – key assessment part in experiential learning.
- Short tests (30 points) – individual assignments:
 - Test I: in-class test with open-questions (15 points): To objectively assess that students have learned and understood the fundamental concepts.

- Test II: take home test – critical essay on a topic assigned by the course instructor (15 points). To objectively assess that students can demonstrate critical thinking while applying concepts learned in the course.
- Video project (40 points) – group assignment:
 - Topics are assigned by the course instructor and closely related to the course content
 - Content of the 10-minute-video:
 - literature review (15 points – critical analysis of a certain topic, identifying and applying relevant theories),
 - one interview with an expert in the field of respective video topic (8 points – enhancing practical skills),
 - personal reflection of the team on the respective topic (15 points – Integrating learning experience),
 - presentation of how the project was made (2 points).

Plagiarism: Aligned with the department regulations: “As an academic institution, the Department of International Management does not tolerate any form of academic dishonesty. Plagiarism encompasses presenting as one’s own the words, work, opinions, or factual information of someone else without giving that person credit, as well as borrowing the sequence of ideas, the arrangement of material, or the pattern of thought of someone else without proper acknowledgement. All discovered instances will result in an immediate decrease in grade of the assignment or exam. In severe cases, this may result in a failing grade for the assignment or exam. In addition, there will be an automatic decrease in overall grade. Consequently, this may result in the failure of the course. In the case of group work, the consequences will be extended to the entire team. For details see our code of conduct at www.jku.at/iim

Study Material

- Fischlmayr, I.C. (2011) “Can you hear me?” Technology, computer-mediated communication and other challenges in virtual team collaboration. IfM-Impulse. Hallwang/Salzburg: IfM – Institut für Management. 22-37.
- Gera, S. (2013) Virtual teams versus face to face teams: A review of literature. IOSR Journal of Business and Management. 11(2), 01-04.
- Kassner, M.P., Wesselmann, E.D., Law, A.T., Williams, K.D. (2012) Virtually Ostracized: Studying Ostracism in Immersive Virtual Environments. *Cyberpsychology, Behavior, and Social Networking*. 15(8), 399-403.
- Kock, N. (2005) Media Richness or Media Naturalness? The Evolution of Our Biological Communication Apparatus and Its Influence on Our Behavior Toward E-Communication Tools. *IEEE Transactions on Professional Communication*. 48(2), 117-130.
- Hall, E. T., Hall, M. R. (2003): Key Concepts – Underlying Structures of Culture in Understanding cultural differences by Edward T. Hall and Mildred Reed Hall. 151-162.
- Ivanaj, S. & Bozon, C. (2016) Trust Building In Managing Virtual Teams, 115-121. Cheltenham, Glos: Edward Elgar Publishing Limited.
- Johns, T. & Gratton, L. (2013) The Third Wave Of Virtual Work. *Harvard Business Review*. January-February 2013, 66-73.
- Ten Brummelhuis, L.L., Bakker, A.B., Hetland, J. & Keulemans, L. (2012) Do new ways of working foster work engagement? *Psicothema*. 24(1), 113-120.
- De Leede, J., Kraan, K.O., den Hengst, M. & van Hooff, M.L.M. (2008) Conditions for innovation behaviour of virtual team members: a ‘high-road’ for internationally dispersed virtual teams. *The Journal of E-working*. 2, 22-46.
- Narain, A. (2014) Are Face-to-Face Teams More Creative than Virtual Teams? Retrieved February 9, 2016 from: <http://www.sesp.northwestern.edu/masters-learning-and-organizational-change/knowledge-lens/stories/2014/are-face-to-face-teams-more-creative-than-virtual-teams.html> - please use the hyperlink to access the article online.
- Wang, E., Myers, M.D. & Sundaram, D. (2012) Digital Natives and Digital Immigrants: Towards a Model of Digital Fluency. ECIS European Conference on Information Systems 2012 Proceedings. Paper 39.
- Guillot-Soulez, C. & Soulez, S. (2014) On the heterogeneity of generation Y job preferences. *Employee Relations*. 36(4), 319-332.
- Other materials can be retrieved from Moodle and/or will be announced in class.

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

Dates and Rooms to be announced in KUSSS
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Entry requirements

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

Lecturer

Dr. Georg Reischauer

Course Content including Goals

This course aims to provide a conceptual and practical foundation regarding business models, focusing on the impact of digitalization and sustainability on business models. There is a specific focus on the academic development of this research field – including its history – definitions which significantly developed the theory and set the foundation for practical implications. Beyond business models, the topic of business model innovation is an additional element in understanding the overall concept of business models.

In terms of a practical application, students (group assignment) are asked to develop an innovative business model in the context of digitalization and sustainability based on their acquired theoretical knowledge. Constant feedback from peers and the lecturer 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

- Timmers, Paul (1998): Business Models for Electronic Markets. In *Electronic Markets* 8 (2), pp. 3–8. DOI: 10.1080/10196789800000016.
- Optional: Osterwalder, Alexander; Pigneur, Yves (2013): *Business model generation. A handbook for visionaries, game changers, and challengers.* Hoboken, N.J.: Wiley.
- Ritter, Thomas; Lettl, Christopher (2018): The wider implications of business-model research. In *Long Range Planning* 51 (1), pp. 1–8. DOI: 10.1016/j.lrp.2017.07.005
- Johnson, Mark W.; Christensen, Clayton M.; Kagermann, Henning (2008): Reinventing Your Business Model. In *Harvard Business Review* 86 (12), pp. 50–59.
- Gassmann, Oliver: *St. Galler Business Model Navigator_V.6. Working-Paper.*
- Wirtz, Bernd W.; Pistoia, Adriano; Ullrich, Sebastian; Göttel, Vincent (2016): Business Models. Origin, Development and Future Research Perspectives. In *Long Range Planning* 49 (1), pp. 36–54. DOI: 10.1016/j.lrp.2015.04.001.
- Foss, Nicolai J.; Saebi, Tina (2017): Fifteen Years of Research on Business Model Innovation. In *JManage* 43 (1), pp. 200–227. DOI: 10.1177/0149206316675927
- Foss, Nicolai J.; Saebi, Tina (2018): Business models and business model innovation. Between wicked and paradigmatic problems. In *Long Range Planning* 51 (1), pp. 9–21. DOI: 10.1016/j.lrp.2017.07.006.
- Chesbrough, Henry (2007): Business model innovation. It's not just about technology anymore. In *Strategy & Leadership* 35 (6), pp. 12–17. DOI: 10.1108/10878570710833714
- Chesbrough, Henry (2010): Business Model Innovation. Opportunities and Barriers. In *Long Range Planning* 43 (2–3), pp. 354–363. DOI: 10.1016/j.lrp.2009.07.010.
- Sosna, Marc; Treviño-Rodríguez, Rosa Nelly; Velamuri, S. Ramakrishna (2010): Business Model Innovation through Trial-and-Error Learning. In *Long Range Planning* 43 (2-3), pp. 383–407. DOI: 10.1016/j.lrp.2010.02.003
- Stahel, Walter R. (2016): The circular economy. In *Nature* 531 (7595), pp. 435–438. DOI: 10.1038/531435a.
- Urbinati, Andrea; Chiaroni, Davide; Chiesa, Vittorio (2017): Towards a new taxonomy of circular economy business models. In *Journal of Cleaner Production* 168, pp. 487–498. DOI: 10.1016/j.jclepro.2017.09.047.
- Other materials can be retrieved from Moodle and/or will be announced in class.

269066 Strategic Management in dynamic and complex environments (M2 SM – Master Program 2nd Year)

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

Dates and Rooms to be announced in KUSSS
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Entry requirements

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

Lecturer

Univ.-Prof. Dr. Waldemar Kremser

Course Content including Goals

This course is concerned with the important challenges of strategic management in dynamic and complex environments. Students will develop an in-depth understanding of the central mechanisms behind some of the biggest challenges to successful strategic management in a world that is in constant flux, full of ambiguities and increasingly complex. The course proceeds in three parts. In the first part, we will develop an understanding of the nature of the challenge – which could be labelled as dynamic complexity – by learning about self-reinforcing dynamics, feedback complexity and path dependence. In the second part, we will look into research about the managerial implications of dynamic complexity in the internal and external environments of organizations. We will learn about several approaches to strategic renewal as well as how strategic management changes in a world of platforms. In the third and final part, we will apply some of the

lessons learnt in a simulation exercise where students will form teams to compete in a multi-sided platform market.

Objectives

This course aims to:

- Introduce students to the core idea of dynamic complexity in its various expressions (vicious and virtuous circles, feedback complexity, path dependence).
- Equip students with a general understanding of different approaches to strategic renewal and strategic management in platform markets.
- Enable students to integrate and apply theoretical concept and models in a team-based simulation.

Learning outcomes

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

- LO1: Compare insights on dynamic complexity from different literatures. [cognitive/analytical]
- LO2: apply relevant theory to different cases, contexts, and fields. [cognitive/analytical]
- LO3: Experiment with different approaches to strategic management in platform markets. [professional/practical skills]
- LO4: Formulate and present a concise, insightful analysis which exposes issues logically and coherently. [transferable skills]

Assessment Strategy

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

- 1.) Presentation of a keystone paper in one of the five topic-centered seminars (group effort) The presentation is worth 30 points, with 15 points necessary for a passing grade. Grading criteria are presentation style and content.
- 2.) Analysis of a case study as a take-home exam (individual effort) The case analysis is worth 70 points, with 35 points necessary for a passing grade. Grading criteria are problem identification (systematic & concise), choice of concepts/models/theories to be applied (appropriateness & fit), mentioning of relevant insights about these concepts/models/theories (correct & concise), proposed solution (logically consistent with analysis & operational & realistic)
- 3.) Pre-structured text commentaries (individual effort) Each student will write a short (1/2 page) commentary based on guided reading questions provided by the lecturer on each of the keystone papers that they do not present themselves. Grading will be pass/fail. Grading criteria are writing style (clear & understandable) and understanding (correct answers)

Study Material

Relevant materials and a complete list for readings can be retrieved from Moodle and/or will be announced in class.

BUSINESS ADMINISTRATION – MASTER LEVEL

Master 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 “Leadership and change management”

267.012 KS: CB1: Responsible Leadership and change management

(M1 – Master Program 1st Year)

Course, 2.00 hours, 3.00 ECTS credits

Lecturer

Univ.-Prof. Dr. Claudio Biscaro

Objectives

- Understanding organizations, organizing, leading, and the leader-follower-relationship are aims of the course.

Subject

- Participants understand the principles of organizations and of organizing; in particular to understand the interplay between individuals, groups, and organizations in order to explain motivation and behavior (the firm’s performance core)
- Participants are able to analyze firms in regard to structures, processes, systems as well as the corporate values and social norms
- Participants are able to analyze the individual’s personality, decision-making heuristics, and skills
- Participants are able to understand group processes
- Participants are able to understand the foundations of motivation and behavior
- Participants are able to design a motivational environment by modifying structures, processes, systems, and group processes
- Participants understand the leader’s identity and role and the interplay between leaders and followers
- Participants are able to form groups and to govern group processes

Criteria for Evaluation

Attendance & Participation (20%); Pre-Readings (20%); Post-Module Assignment (60%)

Methods

We combine theory presentations and case-study based teaching accompanied by reflections and discussions.

267.011 SE: CB1: Responsible Leadership and change management

(M1 – Master Program 1st Year)

Course, 1.00 hours, 3.00 ECTS credits

Lecturer

Prof.ⁱⁿ Dr.ⁱⁿ Barbara Müller-Christensen

Objectives

- Gaining experience in relevant dimensions of organizations, groups, and leadership issues.

Subject

- Students experience the influence of cultural values and social norms on behavior in order to enhance their analytical and practical skills.
- Students reflect their understanding of leadership against the background of their own identities in order to enhance their self-awareness.
- Students experience processes of organizing, the interplay between organizational structures, leadership, motivation and learning and will learn from practical examples.

Criteria for Evaluation

Presentation (30%); Participation during the seminar (20%); Seminar Paper (50%)

Methods

We apply experience-based learning methods and case study-based teaching combined with theoretical reflections and discussions between participants in order to enhance (practical) experience exchange.

Module “Innovation management”

284.011 KS CB2: Innovation management (M1 – Master Program 1st Year)

Course, 2.00 hours, 3.00 ECTS credits

Lecturer

Univ.-Prof. Dr. Matthias Fink, a.Univ.-Prof. Dr. Robert M. Bauer

Objectives

- Students understand the characteristics of and processes associated with creative people (i.e. individuals, teams and networks) who work in organizational contexts. They possess foundational knowledge about how to manage creative people.
- Students acquire scientific knowledge from advanced primary sources, elicit its theoretical and practical implications, and critically reflect on it.
- Students explore and develop their personal, largely implicit theories of creativity/innovation.
- Students understand what it means for them to take responsibility for a creative process. They know how to test, reflect on and further develop their abilities to contribute to and shape creative team work.
- Students realize that innovation is not a miracle, but rather the result of individual and collective action and see the need for testing their actions against the backdrop of what is good for the people, the planet and economy.

Subject

Arguably, technically advanced, wealthy societies rely increasingly on innovation as the primary driver of their economic development. Consequently, human re-sources, specifically highly qualified, creative people have become the most important economic resource—sought after by firms and regions alike. This course focuses on creativity as a human capacity that everyone possesses to a greater or lesser extent and on particularly creative people — who they are, what they do and how they are embedded in social networks. In the first phase of the course students actively engage in innovation challenges and gain first-hand experiential knowledge about creative processes. In the second phase they work with advanced academic literature and engage in profound dialogues in class to acquire current scientific knowledge about creative people and how to manage them.

Criteria for Evaluation

Presence in class is mandatory. Two preparatory tasks are graded ‘pass or fail’. To pass this course, both preparatory tasks must be graded ‘pass’, the team task and the exam ‘4’ or better. If so, the final grade is equally composed of the team task (50%) and the exam (50%).

Methods

Innovative team projects (including presentations), individual tasks testing academic findings, theory input from instructors, extensive dialogue and discussion in class based on academic readings.

**284.012 SE CB2: Innovation management
(M1 – Master Program 1st Year)**

Course, 1.00 hours, 3.00 ECTS credits

Lecturer

a.Univ.-Prof. Dr. Robert M. Bauer

Objectives

- Students understand how leading organizations manage innovation
- They are familiar with the core principles and limitations of current innovation management in established firms.
- Students are capable of equally drawing on the academic and the practitioner discourse—eliciting their theoretical and practical implications, and critically reflecting on them.
- They are capable of applying the acquired knowledge to real-life cases.

Subject

Innovation has become a ubiquitous, if not inflationary term, and yet little is known about how ‘the new enters into the world’. For the most part, innovation management has focused on mitigating innovation risks and keeping the unknown in check — a most necessary yet insufficient agenda for management and organization in the 21st century, where continuous renewal of products, services, business models and organizations has become a business essential. This seminar focuses on two critical aspects of creativity in organizational con-texts: creative processes, that is known procedures likely to yield unknown high-quality outcomes, more specifically, results that prove both new and valuable; and creative organizations, that is collectives (characterized by internal differentiation and integration) that appear as the (often sustainable) source of exceptionally creative ideas, where ‘creative’ again refers to the astonishing blend of new and valuable. This seminar builds on students’ previously acquired knowledge about creative individuals and networks. It particularly addresses the possibilities and limitations of managing innovation in established firms.

Criteria for Evaluation

Presence in class is mandatory. The final grade is equally composed of the exam (50%) and class participation (50%).

Methods

Direct assignment

Module “Entrepreneurship and new business venturing”

**284.004 KS CB3: Entrepreneurship and new business venturing
(M1 – Master Program 1st Year)**

Seminar, 2.00 hours, 3.00 ECTS credits

Lecturer

Dr. Michael Gusenbauer

Objectives

The principal objective of this course is to make students aware of the corner stones in entrepreneurship from a psychological, sociological and economic perspective. They understand the formation of entrepreneurial intentions and their translation into entrepreneurial actions. Entrepreneurship is embraced as proactive, innovative behavior within established organizations or start-ups that relies on clever risk and that is socially situated. Students understand key concept such as opportunity, exploration and exploitation and scaling.

Subject

This module offers a behavioral perspective on new business venturing. It covers the key elements of developing and implementing a new venturing initiatives within an established firm or as a new start-up. It focuses on the key elements

- People (e.g. entrepreneur, founder team, stakeholders)
- Finance (e.g. Business Angels, Venture Capital, Support Schemes)
- Opportunity (e.g. exploration/exploitation, creation/recognition, awareness)
- Processes and decisions (e.g. business model)
- Contingencies (e.g. enabling and restricting forces)

Criteria for Evaluation

Attendance & Participation (20%); Pre-Readings (20%); Post-Module Assignment (60%)

Methods

Practical work, lectures, Q&A, discussion questions

284.005 SE CB3: Entrepreneurship and new business venturing (M1 – Master Program 1st Year)

Seminar, 1.00 hours, 3.00 ECTS credits

Lecturer

Dr. Michael Gusenbauer

Objectives

This seminar makes students reflect on the effects of entrepreneurship on the micro and macro level. On the micro level they reflect on entrepreneurship as a career option and its implications on their own and their families' and friends' well-being. On the macro level this course gives students an overview on the role entrepreneurship plays in the transformation of economies as well as for their competitiveness and growth. At the same time this course highlights the dark side of entrepreneurship on the micro level (e.g. entrepreneurial stress) and the macro level (e.g. inequality and social tensions).

Subject

This seminar establishes a link between entrepreneurship and the life-word of each individual student. We will work on questions such as

- What does entrepreneurship imply for my life and the life of relevant others?
- What are the potentials of entrepreneurship to push responsible innovation and sustainable change for a more abundant world? And How can I tap these potentials?
- What are the threats of an entrepreneurial economy and society? And how can I contribute to fighting these threats?

Criteria for Evaluation

Project presentation (60%); Participation during the Course (20%); reflection paper (20%)

Methods

Project work, Lectures, Q&A, discussion questions, text discussion, reflection

Module “Digital transformation and platform economy”

266.017 KS CB4: Digital transformation and platform economy (M1 – Master Program 1st Year)

Seminar, 2.00 hours, 3.00 ECTS credits

Lecturer

a.Univ.-Prof. Dr. Robert M. Bauer

Objectives

Students are familiar with the principles underlying the platform economy. They understand the economic and societal relevance of crowd/platform-based organizing with a particular emphasis on the dynamic interplay between

- for-profit and not-for profit host organizations that strategically engage in platform management and crowd-based organizing
- platform architectures as digital infrastructure that draws on technologies for ubiquitous connectedness, archiving & profiling, automated content generation, real-time detection of deviation from rules/pattern (i.e. algorithmic governance), authentication/verification of documents (e.g. distributed ledger) and generative manufacturing.
- crowds as exceedingly large, more or less heterogeneous social bodies that possess varying degrees of actorhood, and
- socio-economic environments encompassing users/customers, suppliers, competitors, media and political/regulatory bodies

Subject

- Explaining platforms: The merits and limits of markets, bureaucracies and communities as explanatory principles for platforms and crowds
- Fundamental organization theory required for explaining platforms (see above)
- Strategies for managing platforms
- Societal antecedents and effects of crowd-based organizing (e.g. digital labor and click work, surveillance capitalism etc.)

Criteria for Evaluation

Pre-readings (10%), homework (40%), exam(s) (40%), class participation (10%)

Methods

Lecture, discussion

266.018 SE CB4: Digital transformation and platform economy

(M1 – Master Program 1st Year)

Seminar, 1.00 hours, 3.00 ECTS credits

Lecturer

a.Univ.-Prof. Dr. Robert M. Bauer

Objectives

- Students possess deep knowledge about specific aspects of the platform economy due to self-responsibly conducting empirical field/netnographic studies.
- Students are capable of conducting small empirical studies gathering data in the field and from the Internet, and systematically interpreting this data to produce findings of academic value and managerial relevance

Subject

Individual and small-group projects that empirically study selected aspects of the platform economy (selected aspects vary between seminars)

Criteria for Evaluation

Homework (10%); Presentation(s) (30%), Seminar paper (50%), Class Participation (10%)

Methods

Lectures, groupwork, discussion, field work

COURSES - Master program Economics

239132 Advanced International Trade

Course, 2.00 hours, 4.00 ECTS credits

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 solid 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).

Traditional trade theory	Comparative advantage and the Ricardian model F: Chapter 1, M: Chapter 3
	Factor abundance and the Heckscher-Ohlin model F: Chapters 1-2, M: Chapters 4-7
New trade theory	Increasing returns and monopolistic competition F: Chapter 5, M: Chapter 14
	The gravity equation F: Chapter 5
New new trade theory	Heterogeneous firms F: Chapter 6
Gravity	The gravity equation F: Chapter 5

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.

239436 Advanced Topics in Education, Migration, and Labor Markets

Seminar, 4.00 hours, 6.00 ECTS credits

Lecturer

Assoz.Univprof.ⁱⁿ Dr.ⁱⁿ Nicole Schneeweis

Entry requirements

Expected prior knowledge: Contents from the courses in Subjects Education, Migration and Labor Markets I & II; Basic knowledge of Stata

Course objectives

Students are familiar with the relevant theoretical and empirical literature and are able to assess the strengths and limitations of the existing empirical evidence.

Students can apply theoretical and empirical methods to independently examine current issues and policies in the field of education, migration and labor markets.

Content

his seminar covers selected topics in the area of education, migration, and labor markets. The topics may differ between the semesters (depending on the instructor). They usually comprise a content-related and/or methodological input, as well as the application to specific aspects of the policy field "Education, Migration, and Labor Markets". The application may include replication of existing results as well as conducting original research.

Grading and assessment

Attendance, active participation, presentation, term paper, (exam)

239053 Advanced Topics in Public, Health and Environmental Economics

Seminar, 4.00 hours, 6.00 ECTS credits

Lecturer

Univ.-Prof. Dr. Ulrich Glogowsky

Entry requirements

Expected prior knowledge: Contents from the courses in Subjects International, Monetary and Macroeconomics I & II

Course objectives

Students can independently apply theoretical and empirical methods to problems to assess and evaluate topical issues and policies related to public, health, and environmental economics

Content

The topics of the course may differ between the semesters (depending on the instructor). They usually comprise a content-related and/or methodological input, as well as the application to specific aspects of the policy field "Public, Health, and Environment". The application in this seminar includes replication of existing results as well as conducting original research.

Grading and assessment

Attendance, active participation, presentation, seminar paper, written exam

239052 Advanced Topics in International, Monetary and Macroeconomics

Seminar, 2.00 hours, 6.00 ECTS credits

Lecturer

Assoz. Univprof. Dr. Jochen Güntner, Assoz. Univprof.ⁱⁿ Dr.ⁱⁿ Karin Mayr-Dorn

Entry requirements

Expected prior knowledge: Contents from the courses in Subjects International, Monetary and Macroeconomics I & II

Course objectives

Students learn to independently apply core theories and research methods in the fields of international, monetary and macroeconomics to the solution of practical research questions. They draw conclusions about and derive recommendations regarding the effectiveness of actual or candidate economic policy measures.

The seminar builds on the subjects and courses from the Economic Policy Field International, Monetary and Macroeconomics in the first years of the Master's degree program in Economics. The theoretical and empirical knowledge and capabilities thus attained are deepened by applying them to policy-relevant questions.

Content

International Trade, Sanctions, and the Macroeconomy

239050 Consumer Choices and Market Outcomes

Course, 3.00 hours, 6.00 ECTS credits

Lecturer

NN (Beschreibung WS 2023: Dr.ⁱⁿ Anja Prummer, Dr. Jakob Weber)

Entry requirements

A solid knowledge of Microeconomics on an intermediate level is required.

Course objectives

This is a graduate course in Microeconomics. Students learn basic concepts and methods of choice and discuss their empirical validity. Moreover, market outcomes and failures are analyzed, as well as potential responses by policy makers.

Content

The course starts with a theoretical description of preferences as the basis of individual decision making under certainty and uncertainty.

Then, the role of markets is discussed, in particular how markets generate welfare, but also how externalities, the presence of public goods and informational frictions lead to market failures. Finally, the empirical validity of the theoretical concepts is explored and which institutions and regulations can help to support more efficient outcomes

Grading and assessment

Exam, graded homework, presentation

239308 Monetary and Macroeconomics

Course, 2.00 hours, 3.00 ECTS credits, weekly

Lecturer

Assoz. Univprof. Dr. Jochen Güntner

Entry requirements

This course requires a fundamental knowledge of analytical tools, e.g. difference and differential calculus and optimization under constraints. Your knowledge of these tools and how to use them will be refreshed through applications in class and a number of homework assignments.

Course objectives

The goal of this course is to familiarize students with the workhorse model in modern theoretical macroeconomics - the so-called Dynamic General Equilibrium (DGE) model. The DGE model is an attempt to account for the optimizing behavior of economic agents at the household or firm level and its implications for the economy as a whole. Thus, it provides so-called microeconomic foundations for macroeconomic concepts, such as aggregate consumption and real GDP.

"Modern macroeconomics seeks to explain the aggregate economy using theories based on strong microeconomic foundations. This is in contrast to the traditional Keynesian approach to macroeconomics, which is based on ad hoc theorizing about the relations between macroeconomic aggregates. [...] the economy is portrayed as a dynamic general equilibrium (DGE) system that reflects the collective decisions of rational individuals over a range of variables that relate to both the present and the future."

Michael Wickens (2008, p.1)

At the end of this course, students understand how economic agents form rational expectations and make optimal consumption, saving, and investment decisions as well as how this framework can be used to analyze the effects of economic shocks and policies in an economy.

Course Content

1. Introduction
2. Consumption and Saving
3. Labor and Leisure
4. Investment

5. General Equilibrium
6. Real Business Cycle Theory
7. The Monetary Economy*
8. The New Keynesian Model*

*depending on how much time is left at the end of the semester

Course material

The course content builds on selected chapters from the following textbooks (in order of their importance):

- . Kurlat, Pablo (2020). A Course in Modern Macroeconomics. Chapters 6-9, 12-13.
- . Wickens, Michael (2008). Macroeconomic Theory - A Dynamic General Equilibrium Approach. Princeton University Press, Chapters 2, 4, 8-9, 13-14.
alternatively: Second Edition (2012), Chapters 2, 4, 8-9, 14-15.
- . Galí, Jordi (2008). Monetary Policy, Inflation, and the Business Cycle: An Introduction to the New Keynesian Framework. Chapters 2-5.
- . Walsh, Carl E. (2003). Monetary Theory and Policy. 2nd Edition. Massachusetts Institute of Technology (MIT) Press, Chapters 2-3.

Course organization

We meet for a two-hour (90-minute) lecture each week, except on November 1 and during the Christmas break. Any course material, such as slides, questions and answers to homework assignments, and research articles will be made available online through KUSSS.

Assessment

During the semester, there will be homework assignments, which you may solve on your own or in (small) groups. Your final grade is based on a closed-book written final exam.

239427 Public, Health, and Environmental Economics I

Course, 4.00 hours, 6.00 ECTS credits

Lecturer

Assist.-Prof. Alexander Ahammer, PhD, Dr. Johannes Reichl

Entry requirements

No formal requirements, but foundational knowledge in intermediate microeconomics and econometric theory is necessary.

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.

Content

The first part of the field considers an introduction to theoretical and empirical topics and methods in public economics, health economics, and environmental economics.

Grading and assessment

Attendance, active participation, presentation, seminar paper, written exam.

COURSES - Master program Economics and Business Analytics

239003 Decisions in Firms

Course, 3.00 hours, 6.00 ECTS credits

Lecturer

NN

Entry requirements

There are no formal prerequisites, however knowledge in Microeconomics on an intermediate level is expected.

Course objectives

The goal of this course is to offer a micro-economic approach to the internal organization of firms. It starts from the simple premise that people respond to incentives, and that they do so in predictable ways. Important questions covered in this course include how to find the right employees, how managers can design incentives to get employees to do what they want them to do, or how the structure of a firm should be designed.

Contents

An introduction to Game Theory
Moral Hazard: Definition and effect on optimal incentive and insurance schemes
Commitment Problems: The importance of credibility
Organizational Design: Firm boundaries, hierarchies and authority

Assessment

Final exam, presentation, participation in class

Literature

Bolton, P., Dewatripont, M. (2004), *Contract Theory*, MIT Press
Gibbons, R., Roberts, J. (2012), *The Handbook of Organizational Economics*, Princeton University Press
Laffont, J-J., Martimort, D. (2002), *The Theory of Incentives*, Princeton University Press

239701 Empirical Economics

Course, 2.00 hours, 3.00 ECTS credits, weekly

Lecturer

Assist.-Prof. Wolfgang Frimmel, Ph.D.

Entry requirements

The course is primarily aimed at students of economics and business analytics, but also at students of other programs who are interested in empirical approaches and methods. Only basic knowledge in statistics and mathematics is required. Understanding of simple economic theory is an advantage.

Course objectives

The course (KS) *Empirical Economics* is an introduction to Econometrics. Parallel to this course, students should also attend the intensive course (IC) *Empirical Economics*. The combination of both courses initially aims to support students in developing skills for empirical work. Here, the focus is on the intuition of empirical approaches, and the recognition of the range and limits of empirical methods as a basis of data-driven decisions. After completing the two courses, students will be familiar with the technical vocabulary and be able to independently conduct empirical (econometric) research. These skills are not only required for economic analyses, but are also valuable in business practice or for assessing policy measures. In a further step, students learn to formulate their (own) research hypotheses, to collect useful data, and to interpret empirical results. The IC offers an introduction to the statistical/econometric software package STATA.

239409 Empirical Economics

Intensifying Course, 2.00 hours, 3.00 ECTS credits

Lecturer

Assist.-Prof. Wolfgang Frimmel, Ph.D.

Entry requirements

The course is primarily aimed at students of economics and business analytics, but also at students of other programs who are interested in empirical approaches and methods. Only basic knowledge in statistics and mathematics is required. Understanding of simple economic theory is an advantage.

Course objectives

The course (KS) *Empirical Economics* is an introduction to Econometrics. Parallel to this course, students should also attend the intensive course (IC) *Empirical Economics*. The combination of both courses initially aims to support students in developing skills for empirical work. Here, the focus is on the intuition of empirical approaches, and the recognition of the range and limits of empirical methods as a basis of data-driven decisions. After completing the two courses, students will be familiar with the technical vocabulary and be able to independently conduct empirical (econometric) research. These skills are not only required for economic analyses, but are also valuable in business practice or for assessing policy measures. In a further step, students learn to formulate their (own) research hypotheses, to collect useful data, and to interpret empirical results. The IC offers an introduction to the statistical/econometric software package STATA.

239407 Game Theory

Course, 2.00 hours, 3.00 ECTS credits

Lecturer

Mag. Wolfgang Frimmel Ph.D.

Entry requirements

JKU regular students must have completed 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".

Course objectives

The course "Game Theory" is a methodological course to analyze strategic behavior of agents. The course introduces basic concepts of non-cooperative game theory in combination with applications dealing with competition in oligopolistic markets, sequential bargaining, limit pricing, credence goods, political competition or cartels. In this course we will focus on decision making in economic and business settings, but the ideas of game theory can be applied to a wide array of situations and are widely used by e.g. psychologists, in political sciences, but also in the natural sciences such as biology or computer sciences. It is highly recommended to attend the accompanying intensifying course.

Content

Theory of Rational Choice

Representation of Games: players, actions, strategies, payoffs, preferences

Dominance and Rationalizability

Static games of complete information: pure strategy Nash equilibrium

Static games of complete information: mixed strategy Nash equilibrium

Dynamic games of complete information: subgame perfect Nash equilibrium

Repeated games and cooperation

Static games of incomplete information: Bayesian equilibrium

Dynamic games of incomplete information: Perfect Bayesian equilibrium

Grading and assessment

Final exam

Required reading

Robert Gibbons, 1992, A Primer in Game Theory

Martin J. Osborne, 2004, An Introduction to Game Theory

Syllabus

<https://www.jku.at/en/departments-of-economics/team/wolfgang-frimmel/game-theory/>

239420 Game Theory

Intensifying Course, 1.00 hours, 3.00 ECTS credits

Lecturer

Mag. Wolfgang Frimmel Ph.D.

Entry requirements

JKU regular students must have completed 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". The intensifying course accompanies the course Game Theory and should be taken parallel to the course.

Course objectives

Students will apply the concepts studied in the KS Game Theory to practical examples in fields of economics and business, e.g. competition in oligopolistic markets or stability of cartels. The Intensifying Course is highly integrated with the course Game theory – it is recommended to attend both courses. It is NOT recommended to attend the intensifying course only, without being familiar with the content of the course Game Theory.

Content

Discussion of problem sets

Further applications of game theoretic models and solution concepts

Teaching method

Discussion Take-home exercises and 2 tests

Grading and assessment

Grading is based on:

the number of exercises solved

the quality of student solutions

test results

Required reading

Robert Gibbons, 1992, A Primer in Game Theory

Martin J. Osborne, 2004, An Introduction to Game Theory.

239720 Health Economics II

Seminar, 2.00 hours, 4.00 ECTS credits

Lecturer

Katrin Zocher, Ph.D.

Entry requirements

Students should be familiar with basics in microeconomics and econometrics.

Course objectives

The course aims to improve the students' understanding of health economic concepts and theories at an advanced level. They acquire skills to analyze health economic questions and interpret research in this area.

Contents

The content includes the analysis of health production and behavior, methods of economic evaluation of health policies, sustainable health care, measurement of costs and benefits in health care, and current health economic topics and issues (such as retirement waves among health care personnel)

Assessment

Grading is based on class participation and exams.

246010 Introduction to Analytics and Digital Transformation

Course, 2.00 hours, 3.00 ECTS credits, blocked

Lecturer

Univ.-Prof. Markus Sinnl, PhD

Course Objectives

Students understand how digital technologies can be employed to generate business value. They are able to analyze business processes and have basic knowledge on how they are supported by technology in current organizations. They know how data is processed and managed in current organizations and how to extract information relevant for business decisions. They are able to apply basic analytics techniques using appropriate tools to support business decisions

Course Structure/Course Content

Basic ideas and techniques from descriptive, predictive, prescriptive and autonomous analytics; overview of the steps of the accompanying transformation process which is needed to allow a company to successfully apply these analytical techniques in practice; case studies, practical applications.

The course content is taught using blended learning methods with interactive elements to consolidate knowledge.

Grading

Written exam
Homework exercises

Literature

F. Provost, T. Fawcett: Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking, O'Reilly, current edition

T. H. Davenport, J. Harris: Competing on analytics - The new science of winning, Harvard Business Review Press, current edition

D. Bertimas, A. O'Hair, W. Pulleyblank: The Analytics Edge, Dynamic Ideas LLC, current edition

Other supplemental literature will be announced each semester.

245009 Operations Research

Course, 2.00 hours, 3.00 ECTS credits

Lecturer

Univ.-Prof. Markus Sinnl, PhD

Course objectives

Students know the different Operations Research (OR) techniques and the role of OR in analytics. They are able to model decision and optimization problems, solve them using appropriate (software) tools and interpret the respective results.

Contents

Linear and mixed integer programming, decision trees, dynamic programming, the very basics of queuing theory and simulation, applications.

Assessment

Exam, Homework exercises

Literature

Hillier, Lieberman. Introduction to Operations Research. In the current edition. Additional literature will be announced during the lecture

245003, 245008, 245010 Operations Research

Intensifying Course, 2.00 hours, 3.00 ECTS credits, weekly

Lecturers

245003: Nicolas Forget, PhD

245008: Dr. Jan Böckmann

245.010: N.N.

Entry requirements

It is strongly recommended to attend CS and IC “Operations Research” in the same semester.

Course objectives

Students deepen their knowledge on OR methods obtained during the Course 245002. They are able to model different decision and optimization problems, apply appropriate software tools to solve them and interpret the respective results.

Contents

Linear and mixed integer programming, decision trees, dynamic programming, queuing theory, simulation, software tools, applications.

Assessment

Homework exercises, Take Home Exam

Literature

Hillier, Lieberman. Introduction to Operations Research. In the current edition. Additional literature will be announced during the lecture

245007 Programming for Business Tasks

Intensifying Course, 3.00 hours, 6.00 ECTS credits, weekly

Lecturer

Nicolas Forget, PhD

Entry requirements

Background in Operation Research (having finished KS and IK Operations Research is highly recommended for this course).

Course objectives

Students can perform programming tasks for data manipulation and decision making in ways that cannot be achieved with spreadsheet software. Students have a deeper understanding of business tasks that can be accomplished with programming, in particular in business optimization. They are able to implement and assess the quality/ performance of different methodologies for a given problem.

Course content

Introduction to programming with julia (variables, control flow, loops, functions, data structures...), heuristics, interface to linear programming solvers (jump), graphs, dynamic programming, setting up numerical experiment (input and output files, numerical tools, ect.)

Assessment and Grading

40% for individual homework during the semester

60% for a final group project at the end of the semester

Required reading

Slides, online resources

Additional literature will be announced during the course.

245304 Python Programming for Economic and Business Analytics

Lecture, 2.00 hours, 3.00 ECTS credits

Lecturer

Univ. Prof.ⁱⁿ Dr.ⁱⁿ Cristina Olaverri Monreal

Entry requirements

It is strongly recommended to attend the Lecture and the Tutorial “Python Programming for Economic and Business Analytics” in the same semester.

Course objectives

Students are familiar with modern methods of programming in Python and an appropriate programming environment, have an elementary knowledge of the development of algorithms and master essential data and control structures. They are also familiar with basic concepts of procedural and object-oriented programming paradigms. The students are able to solve problems programmatically in Python.

Course content

Basic programming concepts
Use of the programming environment
Python Syntax
Data structures: types, variables, operators, strings, lists, dictionaries
Control structures: case differentiation, loops
Standard-input/output, functions, exception handling
Access to the file system
Essential libraries for data analysis
Additional concepts: Classes

Assessment and Grading

Exam and exercises

Further literature will be announced

245305,245306 Python Programming for Economic and Business Analytics

Tutorial, 2.00 hours, 3.00 ECTS credits

Lecturer

Joshua Cherian Varughese PhD

Entry requirements

It is strongly recommended to attend the Lecture and the Tutorial “Python Programming for Economic and Business Analytics” in the same semester.

Course objectives

Students are familiar with modern methods of programming in Python and an appropriate programming environment, have an elementary knowledge of the development of algorithms and master essential data and control structures. They are also familiar with basic concepts of procedural and object-oriented programming paradigms. The students are able to solve problems programmatically in Python.

Course content

Basic programming concepts
Use of the programming environment
Python Syntax
Data structures: types, variables, operators, strings, lists, dictionaries
Control structures: case differentiation, loops
Standard-input/output, functions, exception handling
Access to the file system
Essential libraries for data analysis
Additional concepts: Classes

Assessment and Grading

Exercises

Further reading

Further literature will be announced

COURSES - Master program Business Informatics

258401 Data Warehousing

Lecture, 2.00 hours, 3.00 ECTS credits

Lecturer

Assist.-Prof. Dr. Christoph Georg Schütz

Entry requirements

Knowledge on databases (ANSI-SPARC architecture, UML, relational databases, fundamentals of SQL), 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 are able to apply methods and tools for the integration of large amounts of data - particularly business and web data - in a data warehouse. Students know methods and tools for data analysis with data warehouses - particularly OLAP languages. Students know the reference architecture of data warehouse systems, are able to plan, design and implement data warehouse systems. Students know the fundamentals of modern analytics infrastructures, in particular cloud data warehouses and data lakes.

Subject

Reference architecture of data warehouse systems; multidimensional data model; conceptual, logical and physical design process for data warehouses; extraction, cleaning and storage techniques for business data; languages and tools for OLAP; security aspects; distributed data warehousing; big data and real-time analytics; modern analytics infrastructure.

Assessment

Written exam

Required reading

Vaisman, A.; Zimányi, E.: Data Warehouse Systems: Design and Implementation. Springer, current edition.
Sherman, R.: Business Intelligence Guidebook: From Data Integration to Analytics. Morgan Kaufmann, current edition.

Further reading will be announced each semester.

258405, 258406, 258407 Data Warehousing

Tutorial, 2.00 hours, 3.00 ECTS credits

Lecturer

Assist.-Prof. Dr. Christoph Georg Schütz

Entry requirements

Knowledge on databases (ANSI-SPARC architecture, UML, relational databases, fundamentals of SQL), programming experience expected. Lecture and tutorial must be attended together. Final admission to the course is in the kick-off of the lecture (mandatory attendance).

Course objectives

See Lecture Data Warehousing

Subject

See Lecture Data Warehousing

Criteria for evaluation

Practical exercises, presentation of case studies, special topics

Methods

The exercises serve to consolidate and deepen understanding of the topics that are taught in the lecture. The students acquire practical skills.

Required reading

Vaisman, A.; Zimányi, E.: Data Warehouse Systems: Design and Implementation. Springer, current edition.
Sherman, R.: Business Intelligence Guidebook: From Data Integration to Analytics. Morgan Kaufmann, current edition.

Additional reading will be announced for each semester.

245629 Computational Logistics: Optimization

Seminar, 2.00 hours, 6.00 ECTS credits

Lecturer

Univ.-Prof. Markus Sinnl, PhD

Entry requirements

Background in Operations Research (KS and IK Operations Research).

Course objectives

- Get a broader knowledge in the area of mathematical optimization with focus on (mixed) integer linear programming (MIP)
- Be able to model both academic and real world optimization problems as MIPs
- Have knowledge on common methodology for solving MIPs in logistics (e.g. facility location problems, commodity flow problems, ...)
- Be able to develop practical solution algorithms using state-of-the-art MIP frameworks

Course content

The following topics will be addressed:

- Mathematical optimization (focus on mixed integer programming)
- Solution methods for MIPs:
 - Branch and bound
 - Branch and cut
 - Column generation

Assessment

- Exam
- Homeworks
- Project report and presentations

Reading

- S. Hiller and J. Lieberman, *Introduction to Operation Research*, McGraw-Hill, 2009
- G. Laporte, S. Nickel, and F. Saldanha-da-Gama. *Location Science*. Springer, 2019
- M. Conforti, G. Cornuéjols, and G. Zambelli, *Integer Programming*, Springer, 2014
- L. Wolsey, *Integer Programming*, John Wiley & Sons, 2020
- L. V. Snyder and ZJ.M. Shen. *Fundamentals of Supply Chain Theory*. John Wiley & Sons, 2019.
- G. Desaulniers, J. Desrosiers, and M. Solomon, *Column Generation*. Vol. 5. Springer Science & Business Media, 2006.

Further references will be introduced over the course lectures.

COURSES - Master program Statistics

238303 Probability Theory

Lecture, 2.00 hours, 4.00 ECTS credits

Lecturer

Assoz. Univ.-Prof.ⁱⁿ Dr.ⁱⁿ Helga Wagner

Course objectives

Knowledge of basic concepts and results in probability theory

Subject

Uni- and multivariate distributions, stochastic dependence and independence

Transformation of random variables

Sums of random variables, convergence concepts, central limit theorem

Assessment

Exam

Required reading

Casella G. and Berger R. (2010). Statistical Inference.

238109 Probability Theory

Tutorial, 2.00 hours, 6.00 ECTS credits

Lecturer

Chen Haoyu

Course objectives

Practising the theoretical concepts and methods acquired in the lecture "Probability theory"

Subject

Uni- and multivariate distributions, stochastic dependence and independence

Transformation of random variables

Sums of random variables, convergence concepts, central limit theorem

Assessment

Homework exercises and exam

Teaching methods

Presentation and discussion of homework exercises

Required reading

Casella G. and Berger R. (2010). Statistical Inference.

238143 Stochastic Processes

Combined course, 2.00 hours, 4.00 ECTS credits

Lecturer

Dr.ⁱⁿ Irene Tubikanec

Course objectives

Basic concepts and different types of Stochastic Processes

Subject

Basic concepts of stochastic processes

Different types of stochastic processes: discrete/continuous state space and discrete/continuous time Markov chains
Poisson process (and extensions)
Wiener process (and extensions)
Simulation of stochastic processes
Discrete/continuous time martingales

Assessment

Exam, presentation of solved homework exercises

Teaching methods

Lecture (with virtual blackboard), independent preparation and discussion of homework exercises

Required reading

Lecture script
Bailey N.T.J. (1964). The Elements of Stochastic Processes
Meintrup D. and Schäffler S. (2005). Stochastik. Theorie und Anwendungen

2381xx Statistical Principles of Data Science

Combined Course, 3.00 hours, 6.00 ECTS credits

Lecturer

238104 tba

Lecturer

238111 Univ.-Prof. Dr. Andreas Futschik

Course objectives

Students know basic concepts and tools of statistics for data analysis. They can apply methods designed for big data and high dimensional inference and know about pitfalls to avoid in data analysis

Subject

Basic concepts of statistics: estimation, testing, prediction and classification, clustering.
Basic statistical tools: frequentist vs. Bayesian inference; common statistical models; model selection and model averaging.
Pitfalls: correlation vs. causation; all models are wrong; garbage in - garbage out; common sources of bias; Simpson's paradox and the perils of aggregating data; data mining, multiple hypothesis testing and the false discovery rate; curse of dimensionality, spurious correlation, incidental endogeneity.
Big data and large scale inference: big "n" vs. big "p"; introduction to and application of a specific advanced statistical method such as, for example, sparse modelling and lasso; random forests, boosting, shrinkage and empirical Bayes.

Assessment

Homework and written exam

Required reading

Efron B. and Hastie, T. (2016): Computer Age Statistical Inference. Cambridge University Press.

238102 Computational Statistics

Combined course, 2.00 hours, 4.00 ECTS credits

Lecturer

Univ.-Prof. Dr. Andreas Futschik

Course objectives

Students learn to understand the theory and the correct application of advanced topics in computational statistics as well as to independently implement and apply selected methods.

Subject

methods of non-linear optimization and root finding applied to maximum likelihood and (generalized) linear models, EM algorithm, bootstrap and jackknife, permutation tests, Bayesian computing

Criteria for Evaluation

Homework Exercises and Data Science Project

Methods

Lecture by instructor

Discussion of the projects, where the solution is presented by the students in a project report

Independent implementation of computational statistical methods

Learning outcomes

Knowledge about commonly used methods from computational statistics, efficient implementation skills

238302 Survival Analysis

Combined Course, 2.00 hours, 4.00 ECTS credits

Lecturer

Assoz. Univ.-Prof.ⁱⁿ Dr.ⁱⁿ Helga Wagner

Course objectives

Students are familiar with the basic concepts of survival analysis and are able to analyse survival data using statistical software, e.g. R

Subject

Basic concepts (censoring, truncation, survival function, hazard rate)

Estimation of survival functions: Life tables, Kaplan Meier estimator

Comparing survival function: Log-Rank test, Wilcoxon test, stratified tests

Accelerated failure time model: specification, parametric survival distributions, estimation, hypothesis testing, evaluating model fit

Proportional hazards model: specification of the Cox model, estimation of regression coefficients and survival function, model checks, stratified Cox model

Introduction to competing risk Analysis

Assessment

Exam

Project report

Required reading

Broström G. (2012). Event History Analysis, Taylor & Francis

Hosmer D. W. and Lemeshow S. (2003). Applied Survival Analysis, Wiley

Moore D.F. (2016) Applied Survival Analysis using R, Springer

238147 Biostatistics

Combined Course, 2.00 hours, 4.00 ECTS credits

Lecturer

Univ.-Prof. Dr. Andreas Futschik

Course objectives

knowledge of concepts and methods in medical, biological and genetic applications, gaining experience about analyzing real biomedical or genetic data

Subject

basic terminology (incidence, prevalence, specificity, sensitivity, confounding, causality), study design and power-sample-size planning, meta-analysis, multiple hypothesis testing, analysis of modern high-dimensional genomic data

Criteria for evaluation

Homework Exercises and Exam

Methods

Lecture by Instructor, Discussion of Homework Exercises and Projects

Learning Outcomes

Understanding of basic concepts and terminology in biostatistics, understanding challenges of real world high dimensional data analysis

238204, 238205 Applied Statistics

Seminar, 2.00 hours, 6.00 ECTS credits

Lecturer

Dr.ⁱⁿ Magdalena Muszynska-Spielauer

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. analysis of longitudinal data, missing data analysis, multistate and competing risk models

Assessment

presentation, discussion, written report

Teaching methods

presentations by students
plenary discussion of each presentation

238312 Advanced Regression Analysis

Combined Course, 2.00 hours, 4.00 ECTS credits

Lecturer

Assoz. Univ.-Prof.ⁱⁿ Dr.ⁱⁿ Helga Wagner

Course objectives

Students know theory and methods to perform regression analysis for cross-section and panel data

Subject

linear and generalized linear models
loglinear models for contingency tables
linear mixed models

Assessment

Homework and written exam

Teaching methods

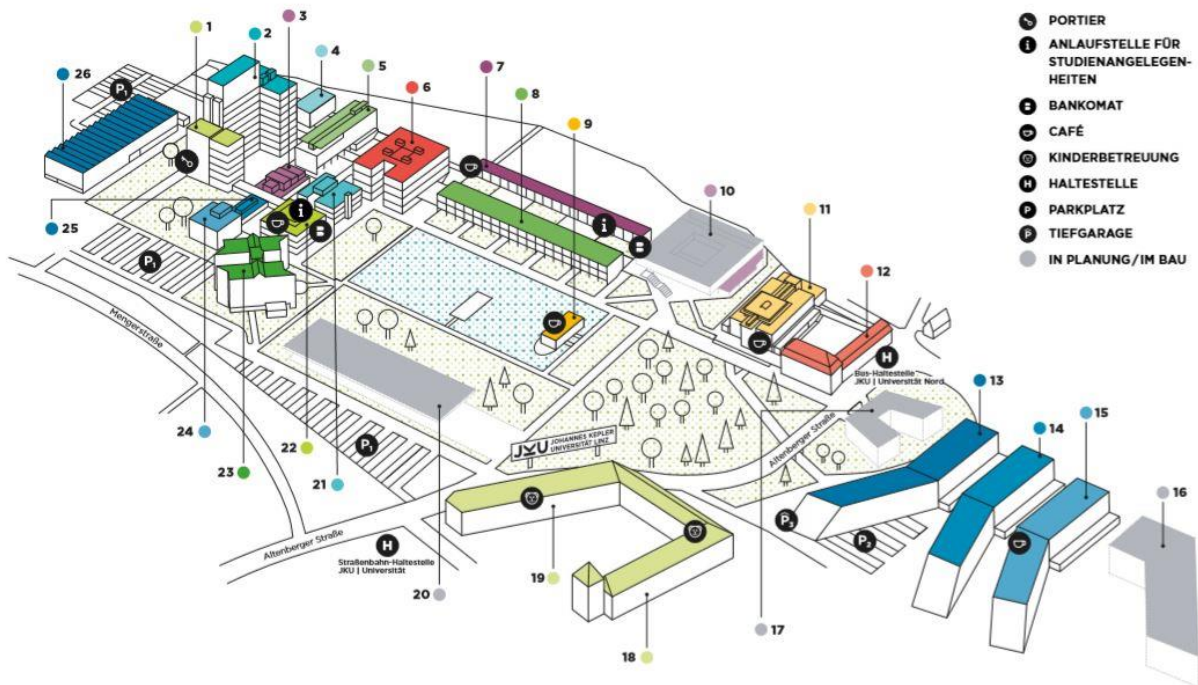
Lecture
Examples prepared and presented by students

Required reading

Fahrmeir L., Kneib T., Lang S. and Marx B. (2013). Regression. Models, Methods and Applications

Map of JKU Campus

DER JKU CAMPUS.



- 1 Kopfgebäude (KG)
- 2 TNF-Turm (T) and Somnium
- 3 Hörsaalgebäude (HG)
- 4 Technikum
- 5 Hochschullfondsgebäude (HF)
- 6 Juridicum (J)
- 7 Hörsaaltrakt (HT)
- 8 Keplergebäude (K)
- 9 Teichwerk
- 10 Hauptbibliothek (B)
- 11 Uni-Center (Mensa, UC)
- 12 Schloss Aufhof
- 13 Science Park 1 (MT)
- 14 Science Park 2 (S2)
- 15 Science Park 3 (S3)
- 16 Science Park 4 (S4)
- 17 Science Park 5 (S5)
- 18 Altenberger Strasse
- 19 Aubrunnerweg (AUB)
- 20 Kepler Hall
- 21 Physikgebäude (P)
- 22 Bankengebäude (BA)
- 23 Managementzentrum (MZ)
- 24 Halbleiterphysik (HP)
- 25 Mikroelektronik (MI)
- 26 LIT Open Innovation Center

Auditoriums (Hörsaal – HS):

- HS 1-7: Hörsaaltrakt (HAT)
- HS 8: Physikgebäude (P)
- HS 9 & 10: Hörsaalgebäude (HG)
- HS 11-14: TNF-Turm (T)
- HS 15-17: Managementzentrum (MZ)
- HS 18 & 19: Science Park (Bauteil 3)

Classrooms off campus

- ESH ESH-Heim, Julius-Raab-Str. 1-3
- KEP Johannes Kepler Heim, Altenbergerstr.74
- KHG Kathol. Hochschulgemeinde, Mengerstr. 23
- PE Petrinum
- RAAB RAAB-Heim, Julius-Raab-Str. 10