



Module Description

General Business

Faculty AWW – School of Management

Winter term 2023/24



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LEVEL 1

Please note that for courses from this level no further requirements are necessary.

INTERNATIONAL TEAMBUILDING

Module coordination	Prof. Dr. Rainer Waldmann
Course number and name	G1114 International Team Building
Lecturers	Prof. Dr. Rainer Waldmann Ulrike Greindl Katharina Lörcher
Semester	IM-1
Duration of the module	1 semester
Module frequency	yearly
Course type	required course
Level	undergraduate
Semester periods per week (SWS)	2
ECTS	2
Workload	Time of attendance: 30 hours self-study: 30 hours Total: 60 hours
Type of Examination	student research project
Language of Instruction	English

Module Objective

Participants acquire the basic interpersonal & task organizing skills required to work together in international teams. Participants learn to optimize how the group members work together as a team. They acquire the ability to discern how organization, structures, processes, culture and relationships affect a team's success. They also acquire sensitivity to group dynamics & intercultural challenges to team effectiveness. Finally, participants acquire the basic skills for giving effective feedback and for integrating feedback into their personal lives and business careers. The acquired skills also serve to provide the basis for effective team work and team development in subsequent courses.

Applicability in this Program

G-06 Human Resource Management

G-25 Interkulturelles Management

Applicability in this and other Programs



G-06 Human Resource Management (Human Resource Management)

G-25 Interkulturelles Management (Cross Cultural Management)

Entrance Requirements

The weekend seminar is characterized by team teaching in a mountain hostel. The team consists of Prof. Dr. Waldmann, Ulrike Greindl, Eva Pfisterer and 10 to 15 trained tutors selected from participants in the course 'Train the Trainer'. The tutors make it possible to conduct the training in small 'protected' groups (around 8) and to give qualified feedback.

Learning Content

International Team Building is conducted at the beginning of the semester as a three day off-campus seminar. The hands-on, outdoor training gives the students intensive exposure to the multifaceted nature of group dynamics.

By working together to solve complex problems and through structured feedback sessions, the participants become sensitized to the roles they assume in group interactions, to the limitations imposed by the German and their own cultures, and to the conditions required for effective team work.

The course supports the integration of foreign students into campus and social life and helps build lasting working relationships among all participants.

The skills of giving and receiving of feedback are learned in the protective atmosphere of small groups through intensive exchanges between instructors and participants. This leads to improved observation and communication skills.

Moreover, the group members continually switch roles. This promotes a deeper understanding of social interaction, helps members to reflect on their contribution to the group process, encourages members to experiment with new behavioral concepts, and improves the group's capacity to cooperate and perform. Final feedback rounds offer the possibility to align the members' self-images with the perception others have of them, to reduce 'blind spots', to increase self-confidence and their ability to reflect.

The capacity to give appropriate feedback in various situations, to monitor one's self image as well as the consequences of one's own behavior form the basis for a successful career in management.

Summary of content:

1. Group dynamics, processes and structures in groups
2. Roles in groups (roles in tasks and supporting roles)
3. Group leadership
4. Effect of one's actions in groups
5. The 'give and take' of feedback
6. Self-image and how others see you



7. Communication levels (content versus relationship)
8. Conditions for successful co-operation
9. Cultural influences on teamwork

Note: The main emphasis of this course is not the conveyance of theoretical knowledge, but rather learning directly from experience. The theories on which the intervention and evaluation sessions are based are taught in the course 'Human Resource Management'.

Teaching Methods

This course is organized as an interactive experience and activity-based training program. With the help of complex tasks, timed interaction activities combined with elements of surprise, classical outdoor training exercises, moderated feedback and reflection sessions, participants are taught the necessary conditions for effective teamwork.

The teaching methods are based on the principles of self-organized learning. The instructors define their roles in terms of Schein's model of process consultation. They intervene by questioning the participants in a manner designed not only to examine their perspectives, but to introduce new perspectives and stimulate the group's creative process. The responsibility for these process remains with the participants. In the context of the learning environment, the students enjoy the opportunity to increase their observation, communication, co-operation, self-reflection, teamwork and management skills as well as their self-confidence.

In addition, the course offers the students the chance to network and develop sustainable work relationships at the start of their studies.

Recommended Literature

Forsyth, D. R.: Group Dynamics, 6th ed., Boston et al., 2013

Quick, J. C.: Nelson, D., L./ Snell, S., Morris, S., Bohlander G.: Human Resource Management, 2nd custom ed., Boston et al. 2017

Wagner, M., Waldmann, R.: Vom Outdoor-Training zur Teamentwicklung, Welchen Beitrag leisten Hochseilgärten? in: Jagenlauf, M./Michl, W. (Hrsg.) Erleben und Lernen ? Internationale Zeitschrift für handlungsorientiertes Lernen, 1/2004.



ART OF NEGOTIATION

Lecturer	Simon Gollick
Course number and name	G-34 Art of Negotiation
Semester	IM-7
Duration of the module	1 semester
Level	undergraduate
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 60 hours self-study: 90 hours Total: 150 hours
Type of Examination	Endnotenbildende PStA (written paper)
Language of Instruction	English

Module objective

In the last years negotiation as a field for academic and professional concern has grown dramatically. New theoretical works have been published, case studies have been produced, and empirical research undertaken. Universities are beginning to appoint faculty who specialize in negotiation. Consulting firms now do the same in the corporate world. This shows the importance of negotiation. Therefore, the main goal of this lecture is, starting from the typical "programmed" misbehavior in negotiations, to show a path of "reprogramming": That means, stepping away from the usual positional bargaining to a method called "principled negotiation" or "negotiation on the merits". Besides the theoretical basics of this method the students develop their skills by practicing actual negotiational situation and problems and analyzing them. Besides that, this course teaches the art of communication and the art of questioning as integral parts of every efficient negotiation.

Learning content

1. Basic communication skills
2. Monologue and dialogue skills
3. Dealing with people
4. On brain science
5. The "old" negotiational programming
6. The reprogramming process:
7. Self-governing dynamics
8. Separate people from the problem



9. Focus on interests, not positions
10. Invent options for mutual gain
11. Using objective criteria
12. Questioning skills
13. Human conflict patterns
14. Methods of de-escalation
15. Dirty tricks

Type of examination

Endnotenbildende PStA (written paper), mündl. Prüf. (oral exam)

Methods

The lectures: Although a lot of knowledge will be taught – the course's goal is a practical. The only use is to step by step implement the negotiation skills without wiping away your personality. Negotiation is no "receptology". So "show up" in the course, take an active part, ask, listen confirm, discuss. The learning effect will be in the course and your days in between when it connects to life.

Group presentations (groups up to 3 students, pick your own topic, from 10 to 30 minutes) require a one page handout (overview, mind map, focus) for all the students. Show me that you understood and that you're able to transfer your knowledge. The way you should do it: Surprise me...

The final paper (3 to 5 pages) contains your "personal learning effect". You reflect on the course. Feel free to focus on certain topics or even just one tiny little piece of the course. Perhaps you'll write about a personal incident where the learned already had practical impact.

Recommended Literature

Fisher, Ury, Patton, Getting to yes. Negotiating an agreement without giving in, London 1999.

Ury, Getting past no. Negotiating with difficult people, London 1991.



HUMAN RESOURCE MANAGEMENT

Module coordination	Prof. Dr. Rainer Waldmann
Course number and name	G1116 Human Resource Management
Lecturers	Prof. Dr. Rainer Waldmann Donya Byrtus
Semester	IM-1
Duration of the module	1 semester
Module frequency	yearly
Level	undergraduate
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 60 hours self-study: 90 hours Total: 150 hours
Type of Examination	oral examination, written ex. 90 min.
Duration of Examination	90 min.
Language of Instruction	English

Module Objective

The strategic management literature emphasizes the hidden potential that workers possess. Unlocking this potential for making unique contributions to the organization depends on skillfully structuring workplace and leadership relationships.

Management can contribute considerably to realizing the creative potential embodied in the workforce. To this end, course participants gain a basic understanding of the psychology required to understand and explain the actions and experiences of the members of an organization. This knowledge is the basis for being able to develop a leadership style and to become sensitive to the effects of one's own management actions.

Students also learn how to construct feedback systems. Formulating goals, requiring feedback and creating a supportive environment increase the probability of exceptional performance from dedicated, motivated employees.

The task of Human Resources Management (HRM) is to support management in structuring the organization and leadership relationships. Starting from the strategic plan, HRM develops the tools and techniques for management to use to carry out their duties in a professional manner. Managers should be familiar with basic HR tasks, techniques and tools.

For this reason, participants learn the essentials of HRM: the basics of determining employee compensation; how to acquire and select workers under various job market conditions; the principles of task analysis; developing, supporting and motivating



workers during organizational changes; changing the workplace variables to match changing demographic or business conditions; etc.

Learning Content

1. Why study Human Resources Management (HRM)?
2. Organizational Behavior
 1. What's Organizational Behavior
 2. Work Teams and Groups
 3. Leadership
 4. Motivation
 5. Learning and Performance
 6. Communication
3. Developing Effectiveness in HRM
7. Recruitment
8. Selection and Placement
9. Training
10. Evaluating Performance
11. HR on a Global Scale

Teaching Methods

The course conveys the principles of HR and organizational psychology through lectures and discussions. Because the students have previously assembled a variety of relevant experiences in the International Team Building course, theoretical discussions regarding group structures and dynamics, effects of feedback and management actions, etc. can be linked directly to the students' individual experiences.

Self-organized learning is explicitly integrated through the assignment of group presentations. The goal is to encourage an independent, in depth, theoretical discussion of the key themes taught in the course. Each group presentation is linked to real world situations, (e.g., using role playing). An example of an assignment is:

You are HR specialists who want to install a management by objectives (MBO) program in a sales department:

1. Develop the program and try to identify conditions ensuring/threatening the success of your efforts.
 2. Conduct a typical MBO interview with a sales representative (role play).
- Presentations (30% of the overall grade) are evaluated using the 'fish bowl' technique.



The presenters get feedback from the instructor and two student observers selected by the group.

Through the group projects, the students' self-confidence is raised while their ability to perform independent research is developed. Furthermore, this method supports teamwork, communication and presentation skills development as well as a realistic self-assessment of the participant's skills. Based on the group presentations, students deepen their understanding of one HR key theme. The exam at the end of the semester (70% of the overall grade) guarantees that these key themes are integrated in a broader and comprehensive HR-related knowledge network.

Recommended Literature

Quick, J. C.: Nelson, D., L./Snell, S., Morris, S., Bohlander G.: Human Resource Management, 2nd custom ed., Boston et al. 2017



PRINCIPLES OF LOGISTICS

Module coordination	Prof. Dr. Diane Ahrens
Course number and name	G1112 Principles of Logistics
Lecturer	Prof. Dr. Diane Ahrens
Semester	IM-1
Duration of the module	1 semester
Module frequency	yearly
Level	undergraduate
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 60 hours self-study: 90 hours Total: 150 hours
Type of Examination	written ex. 90 min.
Duration of Examination	90 min.
Language of Instruction	English

Module Objective

Operations and Logistics Management are among the primary activities of a firm and are crucial for a company's success. This subject will equip students with a thorough understanding of basic management principles and practice related to logistics and operations concepts, systems and procedures. Students will learn the interplay between company strategy and operations and logistics system design, as well as the cost effects of product design on future operations and logistical cost. Students will be able to analyze the pros and cons of different facility and process layouts. Furthermore, they will be able to evaluate strategic capacity alternatives. Besides strategic planning issues they learn how to quantify material requirement, sequence and schedule operations and are aware of the role of inventory. They will be able to demonstrate a knowledge of logistical and supply chain management basics.

Learning Content

This course covers logistics and operations management. Chapters assigned are:
 1) Introduction to Operations and Logistics Management a) Value Creation b) Operations and Services c) Historical development of operations management d) Nowadays trends

2) Competitiveness, Strategy, and Productivity a) Productivity b) Experience Curve Effects c) Cost Leadership and Differentiation d) Strategic Choices

3) Process Selection and Facility Layout a) Process Analysis b) KPI's: Interplay and trade-off

c) Basic Production Layout Formats d) Assembly Line Balancing



- 4) Product Design and Work Systems Design a) Product Design Issues b) Standardization & Mass Customization
- 5) Capacity Planning & Make or Buy Decisions a) Quantitative and qualitative capacity b) Impact of and requirements for capacity decisions c) Make or Buy Decisions d) Low Cost Country Sourcing
- 6) Materials Requirement Planning & Forecasting a) Classification of materials b) Bill of materials c) Material Requirements Planning Systems (MRP) d) Lot Sizing e) From Push to Pull
- 7) Inventory Management a) Purposes of inventory b) Related costs c) Safety stocks d) Ordering systems
- 8) Scheduling a) Scheduling targets and methods b) Gantt Charts c) Priority rules and techniques
- 9) Introduction to Logistics Management a) Definition and historical development b) Flow of materials, information and values c) Supply Chain Management d) Understanding the supply chain

Teaching Methods

Through the use of numerous real-world examples, videos, and case studies, students become acquainted with the theoretical foundations of logistics and operations management and the practical application of theoretical concepts.

Recommended Literature

Jacobs, F. Robert; Chase, Richard B.; Aquilano, Nicholas J.: Operations and Supply Management, 12th edition, McGraw-Hill Irwin International Edition 2009, ISBN 978-0-07-128804-0

Stevenson, William J.: Operations Management, 10th edition, McGraw-Hill Irwin International Edition 2009, ISBN 978-0-07-009177-1

Chopra, Sunil; Meindl, Peter: Supply Chain Management. Strategy, Planning & Operation, 4th edition, Prentice-Hall, 2009, ISBN: 0136080405



▶ PRINCIPLES OF MANAGEMENT AND SCIENTIFIC WRITING

Module coordination	Prof. Dr. Martina Heigl-Murauer
Course number and name	G1111 Principles of Management & Scientific Writing
Lecturers	Prof. Dr. Adrian Hubel Susanne Reimann
Semester	IM-1
Duration of the module	1 semester
Module frequency	yearly
Level	undergraduate
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 60 hours self-study: 90 hours Total: 150 hours
Type of Examination	oral examination, assignment (written paper)
Language of Instruction	English

Module Objective

Students should become aware of the various aspects, components, and functions of management and discover why the subject of international management is both attractive and demanding. A variety of aspects relevant in regard to management is broadly to make students aware of the breadth of possible career choices available to them before they choose to specialize. Students learn to analyze and understand current issues and developments in international business contexts and develop an understanding for business ethics.

The purpose of the part "Scientific Writing" is to teach and model how to write scientific papers and bachelor thesis.

Students should learn how getting started with the research topic, the necessary components (introduction, results, discussion) of a scientific paper. The course deals with the question what is plagiarism, how to avoid it and how does correct paraphrasing and citing work. Furthermore, students will get an introduction in literature research.

Learning Content

Principles of Management

The course shows students how and why businesses operate the way they do by covering essential introductory business topics. Students are presented with a broad picture of the various aspects and functions of business that together make for a successful enterprise and are introduced to the concept of strategic planning as it relates



to business organisations. Topics introduced include business planning, organisation, the business environment, management, marketing, finance, production, human resource management, and business ethics.

Outline:

1. The Concept of Management
2. The Evolution of Management
3. Management in a Changing Environment
4. Business Ethics and Corporate Social Responsibility
5. Management Practice
6. Case Studies

Scientific Writing

The course covers mainly the following items:

1. Selecting a Research Topic
2. Using the Literature to Research the Problem
3. Conducting Ethical Research
4. Structure and Style of the Paper: Introduction, Methods, Results, Discussion
5. Formatting, Reference List, Tables, Figures, Appendixes

Teaching Methods

The course makes extensive use of short international oriented case studies to illustrate the practical problems facing businesses. The students are asked to assume the role of entrepreneur for evaluating how various principles of management should be applied. Students are placed in small teams to analyse and prepare particular cases for presentation. Their overriding task is determining how certain basic management principles can be applied to practice. Team presentations are followed up with instructor feedback and a lively discussion revolving around a list of written analytical questions prepared by students not making the presentations. The instructor's role is to assure that key concepts are correctly interpreted, summarised and stressed.

Student Research Project and Examination

During the Student Research Project (50% of the overall grade), the students are expected to write a scientific paper. This ensures, that referencing, and the correct formatting requirements of a scientific paper are mastered.



The exam at the end of the semester (50% of the overall grade) ensures, that all important elements of Management are fully mastered by the students.

Recommended Literature

Kreitner, R. (2009), Principles of Management. South-Western Cengage Learning

Lussier, R.N. (2014) Management Fundamentals: Concepts, Applications, & Skill Development, SAGE

McCormack, M.H. (1994) What they don't teach you at Harvard Business School, Profile Books

Kinicki, A. / William B.K. (2009) Management, McGraw-Hill

Koontz, H. / Weihrich, H. (1996), Essentials of Management (5th ed). McGraw-Hill

Jones, G. / George, J., (2011) Essentials of Contemporary Management (4th ed). McGraw-Hill

Russey, W. / Ebel H./ Bliefert C. (2006) How to Write a Successful Science Thesis



LEVEL 2

Please note that Level 2 courses require basic knowledge of the subject field.

CASE STUDIES IN TOURISM

Lecturer	Jack Romero
Course number and name	T3118 Case Studies in Tourism
Semester	TM-3
Duration of the module	1 semester
Level	undergraduate
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 60 hours self-study: 90 hours Total: 150 hours
Type of Examination	Endnotenbildende PStA (written paper)
Language of Instruction	English

Objectives

This course will give you an excellent understanding of how private and public organisations work together within the tourism and travel sectors. What's more you'll develop management and business skills that are essential to get ahead in this industry and learn the basic skills which can be used globally.

Most subjects and topics will be taught on a workshop type basis thus increasing awareness of key and fundamental issues affecting global tourism industry whether it is the environment, geopolitical or economic issues.

You will learn about the above and more, time permitting, through a combination of brief lectures, workshops and practical sessions. Your independent learning could include reading books and journal articles, working on group projects, preparing presentations, conducting library research and writing your assignment.

Learning content

Subjects discussed and worked on will be relevant to today's operating environments such as:

Introduction to Tourism: The significance, organization and development of the tourism industry in modern society.

Economics of Tourism: Use basic economic theories to explain how consumers and businesses make decisions in tourism industries, learn how the economy works and how to analyze economic data.



Environmental Studies: See how tourists behave in and interact with natural and semi-natural environments. You'll also look at global issues such as biodiversity and conservation through case studies.

Marketing for Tourism: Learn about experiential marketing and how to use it for tourism marketing.

Tourism, Culture & Society: The importance of 'culture' and 'society' in tourism, and cross-cultural issues in tourist-host relationships and in the workforce. You'll learn about socio-cultural differences in tourism and how these affect professional behavior.

Tourism Development & Planning: The issues involved in tourism destination development, and how these may need to be addressed in future developments.

Managing People: The challenges of managing people. You'll learn about self-marketing, the HR framework governing business operations, performance management and issues linked with the international market.

Airlines impact on tourism industry and economies: The rise of packaged tour holidays followed by the low cost airlines have spurred a massive surge of international tourism demand which strengthened the industry and geared it towards significant growth. We shall examine this phenomena and assess its impact.

Airports' impact on tourism industry and economies: We shall examine the growth of regional and remote airports' impact on the industry and national economies.

Methods

- o Lectures
- o Group work
- o Case studies
- o Learning based on experiences
- o Exercises



▶ FINANCING AND MARKETING FOR NEW VENTURES

Lecturer	Prof. Dr. Jürgen Sikorski, Mr. Jason Johnson
Course number and name	A-21 SWP: Financing and Marketing for New Ventures
Semester	BW-3
Duration of the module	1 semester
Level	undergraduate
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 60 hours self-study: 90 hours Total: 150 hours
Type of Examination	PStA (written paper)
Language of Instruction	English

Objectives

Learn how to market an innovation-based new venture to investors and to the users of its products. A start-up company is in a race against the clock; the doors open briefly and shut for the various sources of finance as the company moves from idea stage to product launch and on to revenues. At the same time the need for a cash-efficient marketing plan is paramount to prevent burning through the investor's cash before the company can sustain itself through operating income. Students develop the essential parts of a business & marketing plan and investor pitch.

Students will work in teams to launch companies, working through issues of market analysis, financing, technology viability assessment, competitive positioning, team-building, product life-cycle planning, marketing strategy, sales channel analysis, and a strong emphasis on the entrepreneur as a salesperson. Student learn practical steps of organizational and legal issues associated with forming a brand-new company and address the strategic considerations for creating companies that can dominate a new market space.

Learning content

Part 1. Instructor: Prof. Dr. Sikorski

- Start-up financing theory & practice. Review of the different financing vehicles.
- What do you need to get started?
- The structure of a business plan and what is relevant for investors.



- How to estimate your funding needs.
- How to create a budget when the future is unknown
- What are the basic financial statements and how do you create them?
- How to manage founder dilution of shares
- Group project involving estimating funding needs.

Part 2. Instructor: Mr. Johnson, JD, MBA

- MBACase study in marketing for a European electric bicycle start-up.
 - Marketing in the New Ventures: Theory and Empirical Evidence
 - Why High Tech Products Fail
 - Marketing Lessons from practical cases and Silicon Valley firms
 - Entrepreneurial Marketing: Learning from High Potential Ventures
- Group project involving drafting a marketing plan for a new venture.



▶ TRADE COMPLIANCE - THE HIDDEN BUSINESS ENABLERS

Lecturer	Anita Walz
Course number and name	G-34 Trade Compliance – The Hidden Business Enablers
Semester	IM-7
Duration of the module	1 semester
Level	undergraduate
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 60 hours self-study: 90 hours Total: 150 hours
Type of Examination	Written papers
Language of Instruction	English

Module objectives

Trade compliance, that's laws and regulations, bureaucracy, slowing down a company's trade activities, additional costs, isn't it?

Indeed that may be one way of looking at it. But what happens if you change your perspective? Looked at from another angle, trade compliance can reduce a company's expenses, enables business in dynamic environments, speeds up international supply chains and avoids sanctions and penalties.

In today's economic and geopolitical situation (China trade issue, Ukraine war, disrupted supply chains, ...) trade compliance is an important pillar for successful international business activities. By its nature, the trade compliance department is an internal service provider with interfaces to a variety of functions: legal, logistics, sales, finance, engineering, human resources, ...

This course provides an overview of the main concepts of trade compliance and most importantly aims at creating awareness for trade compliance matters across different functions. Students will understand the various interfaces of a company's trade compliance function. Also, they learn how trade compliance can facilitate a company's international trade activities and will learn to identify the general impact of a good trade compliance program. In addition, the course shall enable the students to leverage basic trade compliance tools and concepts.

Besides conveying theoretical and legal background knowledge the discussion of practical cases and current trade compliance updates will be a major focus during the lessons. The course requires the student's active collaboration.

Module content

- 1) General introduction



- 2) Customs - an introduction
- 3) Importing from trade compliance perspective
- 4) Benefits of customs for international supply chains
- 5) Exporting from trade compliance perspective
- 6) AEO/ customs audits/ Enforcement & sanctions
- 7) History of EC + Regimes
- 8) 4 pillars of export control
- 9) Product related export controls
- 10) Embargos
- 11) Technology transfer & technical assistance
- 12) Extraterritorial approach of the USA
- 13) Export licenses/ enforcement & sanctions
- 14) Wrap up, key take aways & lessons learned

Literature

- The Export Compliance Manager's Handbook (2nd Edition) - ISBN: 9780993491740
- Customs Law of the European Union, Fifth Edition – ISBN: 13 9789041161253



▶ SKILL MANAGEMENT, SELF MARKETING AND THE SECRETS OF PERSONAL BRANDING

Lecturer	Thomas Leukel
Course number and name	WP-3104 Skill Management, Self Marketing and the Secrets of Personal Branding
Semester	BWP-3
Duration of the module	1 semester
Level	undergraduate
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 60 hours self-study: 90 hours Total: 150 hours
Type of Examination	Written papers
Language of Instruction	English

Module objectives

Do you want to learn how to market yourself better and how to get more attention for products and services in general? Not just in theory, but in an accompanied, coached real-live project? Then you are welcome to join this course.

“This is the only subject in which you can do something for yourself – 100% of the time.”

“My expectations were surpassed – 11 from 10 points!”

(Two original quotes from students in terms 2020 and 2022)

Module content

First part: Personal Branding & Skill Management

Here you will learn the basics of an authentic marketing approach for yourself. The course is structured in such a way that by reflecting on your own skills and competencies you can not only assess yourself better, but also build up and expand your competitive advantage over other applicants. In this way you prepare yourself for job interviews in a structured and targeted manner. Of course you will also get to know all marketing techniques that are relevant for promoting your own personal brand.

Second part: A Real-Life Marketing Communication Project

In this part, we carry out a real marketing project off-scratch.



You will learn:

- how to build up a campaign,
- how to execute it creative-wise,
- how to present it to the audience.

The course language is English, but you may deliver your presentation in German.

Here are the 6 modules that we are going to explore – training, workshop, coaching, homework:

1. Basics of a marketing communication concept – e.g. products, services, social topics, ego marketing
2. Copy writing factory – yes, we want you to explore your talent!
3. Storytelling in marketing – everybody wants it, everybody needs it – see how it works
4. Personal branding – a person is a person, is a person – becomes a brand
5. Personal branding – how to take-off in business life and market yourself successfully
6. Final presentation – there´ll be no written thesis, no test, no exam – but a firework of your strategic attempts and gorgeous ideas

Looking forward to meeting you in this course

Dialogo & Friends – Thomas Leukel

Note: Some of the slides will be in German. Basic German knowledge is of advantage.



CULTURAL MANAGEMENT, MARKETING & TOURISM

Lecturer	José Ortega
Course number and name	T3118 Cultural Management, marketing and Tourism
Semester	TM-3
Duration of the module	1 semester
Level	undergraduate
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 60 hours self-study: 90 hours Total: 150 hours
Type of Examination	Endnotenbildende PStA (written paper)
Language of Instruction	English

Objectives

The tourism environment is becoming increasingly international. The changes due to new technologies, communications and transportation are making the World smaller than any time before. It means high level of exposure to new cultures, to a complex multicultural tourism, which needs an understanding of how culture affects the relationship between guests and hosts. Tourism marketers and tourism managers operating in this environment need to comprehend how tourists perceive the quality of cultural products and/or cultural aspects of products, how to understand their expectations, how to enhance their tourist experiences, aiming to satisfy them and turn them into loyal tourists thereafter.

The course will be addressed to students who wish to understand the fundamentals of the relation between culture and tourism from a multidisciplinary perspective. Students will learn from management and marketing theory, but also from different cases and examples that illustrate the actual importance of culture in a new era of ubiquitous tourism.

Learning content

1) Culture and tourism.

Purpose is to define the concept of culture, its elements and characteristics from an economic perspective. Investigate the impact of tourism on culture and the consequences for tourist and host societies.

a) Culture and tourism.

i) The economic value of culture. Exporting culture.



ii) Cultural diversity as competitive advantage for tourism businesses.

b) Tourism impact on culture.

2) Management of culture and tourism (heritage, museums, congresses and exhibitions).

The aim is to describe the different approaches to cultural management and their related objectives. Critical domains of cultural planning are discussed as major concerns for the successful training of tourist managers.

a) Management of the cultural offer: public vs. private approaches.

b) Connecting cultural management with cultural marketing: the marketing plan and the cultural management strategies.

3) Marketing culture and tourism.

The objective is to explain the consumer buying behavior of tourists. Understand what is a cultural product and/or the cultural aspects of products offered to tourists and the development around them of a marketing plan.

a) Tourists as consumers: buying behavior and decision process.

b) The cultural offer and the strategic marketing plan.

4) Cultural Management, Marketing and Tourism from an international perspective.

The purpose is to describe the concept of globalization, its impacts on international tourism, and the changes it brings in culture and tourist behavior.

a) Globalization tourism and culture. Multicultural competence in a global world.

b) Cultural differences and cultural influences on tourist buying behavior.

5) Cultural Management, Marketing and Tourism in the new era of technologies.

The aim is to understand cultural tourism in a digital era. New topics, like visual heritage, the role of the Internet (virtual visits, social networks, ...), etc.

Methods

Theory will be presented at an introductory level and always looking for its practical applicability. For that purpose, papers, articles and chapters of books will be commented and combined with real cases and practical exercises related with each topic, as to judge their empirical validity and practical applicability. Therefore, by the end of the course the student will have enough basis to rigorously approach the topics covered, their relation and application to business real cases.

Evaluation



40 % Contribution to discussion in class.

50 % Final Work. Description of the final work: Related with one of the topics treated along the course, students will have to find 2 papers (from specialized journals and with publication year not later than 2010) and 1 or 2 cases linked to them, summarize (theoretical background, practical business implications) and do a short presentation of it in class for evaluation. Students will have to hand their final work before the end of the teaching period.

10 % Exercises.

Literature

Camarero Izquierdo, C. & Garrido Samaniego, M.J. (2008). Marketing del patrimonio cultural. Madrid: Ediciones Pirámide (Grupo Anaya, S.A.). ESIC Editorial.

Cateora, Philip R.; Gilly, Mary C. & Graham, John L. (2011). International Marketing, 15th Ed., New York: McGraw-Hill.

Ch'ng, E., Vincent Gaffney, V. & Chapman, H. (2013). Visual Heritage in the Digital Age. Springer. ISBN: 978-1-4471-5534-8 (Print) 978-1-4471-5535-5 (Online). DOI 10.1007/978-1-4471-5535-5

Cosmescu, I. & Dudau, D. B. (2008). Cultural tourism - Instrument of the European cultural management. Buletin Stiintific, 13(2), 60-63.

Ebewo, P. & Sirayi, M. (2009). The concept of Arts/Cultural Management: A Critical Reflection. Journal of Arts Management, Law & Society. Winter2009, Vol. 38 Issue 4, p281-295. 15p.

Golinelli, Gaetano M. (2015)(Ed.). Cultural Heritage and Value Creation. Towards New Pathways. Springer. ISBN: 978-3-319-08526-5 (Print) 978-3-319-08527-2 (Online). DOI 10.1007/978-3-319-08527-2

Katsoni, V. (2015)(Ed.). Cultural Tourism in a Digital Era. First International Conference IACuDiT, Athens, 2014. Springer. ISBN: 978-3-319-15858-7 (Print) 978-3-319-15859-4 (Online)

Panosso Netto, A. & Godoi Trigo, L.G. (2015) (Eds.). Tourism in Latin America. Cases of success. Springer. ISBN: 978-3-319-05734-7 (Print) 978-3-319-05735-4 (Online).

Pröbstle, Yvonne (2014). Kulturtouristen. Eine Typologie. Springer. ISBN: 978-3-658-05429-8 (Print) 978-3-658-05430-4 (Online). DOI 10.1007/978-3-658-05430-4

Reisinger, Y. (2009). International Tourism. Cultures and Behavior. Elsevier Butterworth Heinemann. DOI 10.1016/B978-0-7506-7897-1.00018-2

Zeithaml, Valarei A., Bitner, Mary J. & Gremler, Dwayne D. (2009). Services Marketing: Integrating Customer Focus Across the Firm, 5th Ed., International Ed., McGraw-Hill/Irwin.



INTERNATIONAL BUSINESS DEVELOPMENT

Lecturer	Jack Romero
Course number and name	G-34 International Business Development
Semester	IM-7
Duration of the module	1 semester
Level	undergraduate
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 60 hours self-study: 90 hours Total: 150 hours
Type of Examination	Endnotenbildende PStA (written paper)
Language of Instruction	English

Objectives

The course is for students interested in starting their own businesses or focusing on international business development. The aim is to prepare students with skills involved in launching and leading businesses but also to use those skills to develop and run businesses or business units with a direction toward innovation, international expansion and growth. Students gain theoretical insights with practical applications in a learning environment characterized by active participation, both individually and in groups.

Learning content

Perspectives on Strategy

- Strategic thinking from both an internal and external perspective.
- Foundations of strategy and strategic perspectives
- Strategies for innovation, product, process, organization, marketing

Entrepreneurship and Business Growth

- Maintaining entrepreneurial drive
- Government partnering
- Turnaround strategies

Managing Networks and Internationalization

- How to develop business capabilities through internationalization and networking
- Building, maintaining and supporting businesses with various modes of foreign operations



- Meeting competition from existing incumbents as well as new entrants
- Balancing cooperation and competition

Strategizing in Business Development

- Participation in a real-life strategic process
- Acting based on assembled knowledge
- Developing a business idea

Methods

- o Lectures
- o Group work
- o Case studies
- o Learning based on experiences
- o Exercises

Literature

Angwin Duncan, Johnson Gerry, Regner Patrick, Scholes Kevan, Whittington Richard

Tenth edition: Harlow: Pearson: 2014

ISBN: 9781292002552 (pbk.):

International Business Expansion

Anthony Gioli

Over And Above Press: 2014

ISBN: 978-0989091749



IT SKILLS FOR PROJECT MANAGERS

Lecturer	Reijo Koivula
Course number and name	G-34 IT Skills for Project Managers
Semester	IM-7
Duration of the module	1 semester
Level	undergraduate
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 60 hours self-study: 90 hours Total: 150 hours
Type of Examination	Endnotenbildende PStA (written paper)
Language of Instruction	English

Objectives

This course is suitable not only for students who are planning to specialize in project management, but also for students who plan to become operating, product, marketing and general managers.

Learning content

The emphasis is not on becoming an IT specialist but rather on how to use information systems and software applications in the context of efficiently managing projects.

Methods

In-class lectures and virtual sessions



NEW WORK AND MODERN LEADERSHIP

Lecturer	Donya Byrtus
Course number and name	Z7100 New Work and Modern Leadership
Semester	IM-7
Duration of the module	1 semester
Level	undergraduate
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 60 hours self-study: 90 hours Total: 150 hours
Type of Examination	written paper
Language of Instruction	English

Objectives

Topics that will be covered:

- what factors influence changes in the working environment e.g. demographic changes, technology such as AI etc.
- how does the working environment change?
- what are current trends and demands for companies and employees?
- what are differences of those trends in different countries?
- what is new work?
- how does modern leadership work?



LEVEL 3

Please note that Level 3 courses require knowledge of the subject field.

INVESTMENT BANKING & FINTECH STARTUPS

Module coordination	Prof. Dr. Adrian Hubel
Course number and name	G-34 Investment Banking & FinTech Startups
Lecturers	Prof. Dr. Adrian Hubel, Laura Stiller
Semester	IM-7
Duration of the module	1 semester
Module frequency	yearly
Level	undergraduate
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 60 hours self-study: 90 hours Total: 150 hours
Type of Examination	assignments
Language of Instruction	English

Course description

The traditionally stable and conservative financial industry has found itself into a state of flux as it is facing changing consumer preferences, new competitors, rapid spread of emerging technologies and changing regulatory environment. Referred to as the FinTech Revolution, this new phenomenon is characterized by the emergence of new actors, who challenge the dominance of established financial institutions in providing financial services. Utilizing new technologies (e.g. Blockchain, open APIs, Artificial Intelligence), these fintech start-ups successfully venture in traditional financial areas, such as payments, wealth management, investments, trading, insurance or risk management. The purpose of this course is to provide insights into the ongoing Financial Revolution and to showcase how digitalization transforms the existing financial sector by providing opportunities for new contenders and traditional actors alike. The course further aims at demonstrating the pervasiveness of disruptive financial technologies by exposing the students to a wide range of topics and to a number of successful fintech cases.

In addition, the course will also provide an introduction to topics in traditional investment banking. This covers areas such as mergers & acquisitions, asset management, financial modelling and the basics of due diligence analysis. The course is designed to provide important knowledge that can be applied in the context of a later job in investment banking.



Learning objectives

FinTech

- To analyze the technology trends characterizing the FinTech Revolution
- To outline how FinTech start-ups disrupt traditional financial service areas
- To identify the different actors, both existing and emergent, in the current financial services landscape and outline their roles for shaping the FinTech Revolution
- To understand the role of regulation for enabling or restricting the FinTech Revolution

Investment Banking

- Gaining an insight into the different areas of investment banking
- Learning methods that can be applied in practice

Content

FinTech

- Introduction to the FinTech Revolution
- Mapping the FinTech landscape
- Actors in the FinTech arena
- Digital Payment Platforms
- Crowdfunding
- Peer-to-Peer Lending
- Blockchain and CryptoCurrencies
- Open Banking

Investment Banking

- Introduction
- Equity Research
- Stock Markets & Investment Funds
- Asset Management
- Mergers & Acquisitions
- Financial Modelling
- Due Diligence Analysis



▶ INTERNATIONAL ACCOUNTING AND CONTROLLING

Module coordination	Prof. Dr. Martina Heigl-Murauer
Course number and name	G3111 International Accounting and Controlling
Lecturer	Prof. Dr. Martina Heigl-Murauer
Semester	IM-3
Duration of the module	1 semester
Module frequency	yearly
Level	undergraduate
Semester periods per week (SWS)	5
ECTS	5
Workload	Time of attendance: 75 hours self-study: 75 hours Total: 150 hours
Type of Examination	oral examination, written ex. 90 min.
Duration of Examination	90 min.
Language of Instruction	English

Module Objective

With the global growth in business and capital markets, the need for cross-border financial information has correspondingly increased. Knowledge of the nuances of international accounting is imperative for users of financial information generated across borders and business cultures. This course is designed to provide an understanding of international accounting issues to current and future business managers. The course takes a user perspective to international financial reporting because most business executives are more likely to be users of financial information that crosses national borders. With the recent problems exposed in the quality of financial reporting in many countries, a solid understanding of international accounting issues is an important part of the portfolio of skills that managers in medium and large enterprises must possess.

Course participants are expected to become adept with International Financial Reporting Standards (IFRS). Moreover, they learn to create financial statements according to IAS/IFRS and should be able to recognize key differences and impacts among national accounting standards, US GAAP and IAS/IFRS.

Learning Content

This course builds on Principles of Accounting and covers the difficulties international concerns have in financial reporting as well as problems managers face in interpreting statements issued under various reporting standards.



The course covers the impact of foreign currency, cultural, and regulatory environments on the presentation and analysis of financial statements.

PART 1: INTRODUCTION.

1. Introduction to International Accounting.

PART 2: INTERNATIONAL FINANCIAL REPORTING TECHNICAL TOPICS.

2. Foreign Currency.
3. Accounting for Changing Prices.

PART 3: INTERNATIONAL ACCOUNTING DIVERSITY AND HARMONIZATION.

4. Cultural Influences on Accounting.
5. Accounting Measurement and Disclosures.
6. Worldwide Disclosure Diversity and Harmonization.
7. Comparison of IAS/IFRS with US GAAP and HGB
8. Financial Statement Construction with IAS/IFRS

PART 4: INTERNATIONAL FINANCIAL ANALYSIS.

9. International Financial Statement Analysis.

PART 5: INTERNATIONAL MANAGEMENT AND TAXATION.

10. Strategic Planning and Control.
11. Budgeting, Risk Management, and Cost Management.
12. Transfer Pricing and International Taxation.

PART 6: INTERNATIONAL AUDITING AND EMERGING ISSUES.

13. Auditing Issues for Global Operations.
The Emerging World Economies.

Teaching Methods

Students are given detailed learning objectives for each theme covered in the course. These objectives are explained and followed by exercises performed in small groups. Feedback is given on the various groups? Solutions to the exercises. Individuals and teams are required to present written and oral analysis of topics related to the main themes in this course. The course utilizes a variety of learning strategies to accomplish an understanding and mastery of the learning outcomes and concepts presented in this course. These include reading assignments, discussions with the instructor, solving practical problems, feedback, group analysis and presentation of international accounting topics, critical thinking and examinations.

Recommended Literature

Saudagaran, S. M., International Accounting - A User Perspective, Thomson Southwestern (2004)



INTERNATIONAL BUSINESS LAW

Module coordination	Prof. Dr. Josef Scherer
Course number and name	G3113 International Business Law
Lecturers	Mr. Friedrich Mr. Mayr TBA
Semester	IM-3
Duration of the module	1 semester
Module frequency	yearly
Level	undergraduate
Semester periods per week (SWS)	4
ECTS	4
Workload	Time of attendance: 60 hours self-study: 60 hours Total: 120 hours
Type of Examination	practical course assessment, written ex. 90 min.
Duration of Examination	90 min.
Language of Instruction	English

Module Objective

International managers are subject to international as well as local rules for business relationships and transactions. In examining the legal considerations involved in doing business internationally, this course explores the law surrounding international dispute resolution, the international sale of goods, the European Union, The General Agreement on Tariffs and Trade, the regulation of imports and exports, and a variety of other topics relevant to the legal relationship between businesses and the international community. Participants learn about laws that are different from domestic laws and prepare themselves for careers in which they will do business with foreign countries.

Participants gain an understanding of

- o the legal framework for cross-border business transactions; especially the particularities of the European business sphere (EU and EFTA),
- o the legal aspects of world trade and the meaning and relevance of the rules of the WTO,
- o how international business relationships are influenced by European and global legal frameworks, and the variety of ways international contracts can be written.



Learning Content

This course examines legal aspects of transactions across national boundaries and views international business law from a multinational and multicultural perspective. Inquiry is made into the character of international law and related bodies of national law involving more than one legal and political system. The course develops basic concepts of international business law and examines international organizations and international treaties that have an impact on international business.

I: THE LEGAL ENVIRONMENT OF INTERNATIONAL BUSINESS.

1. Introduction to International Business. 2. International Law and Organizations.

II: THE EUROPEAN MARKETPLACE AND EUROPEAN UNION LAW.

1. General Information on the EU.
2. Customs Unions and Free Trade Areas.
3. Fundamental Freedoms of the Common Market.
4. Competition Law and Unfair Trade Law.
5. Multinational Enterprises and Company Law.

III: REGULATION OF THE INTERNATIONAL MARKETPLACE.

1. Foreign Investment Safeguards.
2. Political Risk: Nationalization, Expropriation and Privatization.

IV: THE WORLD TRADE ORGANIZATION.

1. The WTO and International Trade.
2. Trade in Goods: Basic Principles of the GATT-Agreement.
3. Dispute Resolution in the WTO.

V: INTERNATIONAL SALES.

1. The CISG-Convention on International Sales of Goods, especially Remedies for Breach of Contract.
2. International Transports.
3. Private International Law.
4. Dispute Resolution and International Arbitration.

VI: PROTECTION OF INTELLECTUAL PROPERTY RIGHTS.

Teaching Methods

The course is taught by relating written laws to examples. Course participants then apply the rules to short cases and are given feedback and further clarification by the instructor.



Recommended Literature

Herdegen, Internationales Wirtschaftsrecht, 9. Aufl. 2011

Collier, Conflict of Laws, 3rd edition (2001)

Herrmann/Weiß/Ohler, Welthandelsrecht 2. Aufl. 2007,

or

The World Trade Organization: Understanding the WTO (2005) (published by the WTO)

Herdegen, Europarecht, 14. Aufl. 2012

Hartley, European Union Law in a Global Context (2004),

or

Dabbah, EC and UK Competition Law (2004)

Ray, International Business Law, 5th edition 2008

