



Module Description

General Business

Faculty AWW – School of Management

Winter term 2021/22



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LEVEL 1

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

A BUSINESS PROCESS CASE STUDY IN SAP FOR BEGINNERS

Lecturer	Prof. Dr. Dieter Rummler
Course number and name	A3111 A Business process case study in SAP for Beginners
Semester	GB
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 exam
Duration of Examination	90 min.
Language of Instruction	English

Module objective

It will be shown to beginners in the area of Enterprise Resource Planning Systems (ERP) the functions of ERP systems. This is done by carrying out a business process from entering a sales order to its production and delivery. At the same time the consequences in finance and accounting are shown. This makes connections in business administration visible.

SAP R/3 is used for this. No prerequisites are required for this. The user interface, the handling of SAP R/3 and the necessary SAP transactions are explained. Essentially, in group work, an SAP case study created by myself is carried out by the students on their computers.

Learning Content

- What is ERP
- User interface and handling of SAP R/3

Case study:

- Master data
- Sales forecast



- Customer order
- MRP run
- Purchasing the components
- Production of the assembly and the final product
- Delivery of the sales order
- Invoicing
- Incoming payments
- Finance
- Controlling



INTERNATIONAL TEAMBUILDING

Module coordination	Prof. Dr. Rainer Waldmann
Course number and name	G1114 International Team Building
Lecturers	Prof. Dr. Rainer Waldmann Ulrike Greindl Eva Pfisterer
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.



▶ FROM DATA TO BIG DATA ANALYSIS AND BUSINESS INTELLIGENCE

Lecturer	Prof. Dr. Dieter Rummler
Course number and name	A3111 From Data to Big Data Analysis and Business Intelligence
Semester	GB
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 exam
Duration of Examination	90 min.
Language of Instruction	English

Module objective

This course brings you from Data to Big Data Analysis and Business Intelligence.

You need basic knowledge in mathematics. No programming skills necessary. All used tools you can download for free.

In EXCEL we will work with diagrams and Power Pivot tables, after an introduction to fundamentals in EXCEL. We will enter more intelligence to data with the tool POWER Business Intelligence (BI). We will add interesting insights to data to find information which are important for our business. We will also look forward to work with artificial intelligence to find relationships and correlations between data, and we will classify data.

After this course, the student understands the way how to get from pure data from different sources important information, insights and knowledge for daily and strategic company decisions.

Learning Content

Part 1 – Spreadsheet calculation

- Basics
- Addressing
- Data maintenance
- Formula and functions



- Reports
 - 1.1. Spreadsheets
 - 1.2. Subtotals
 - 1.3. Diagrams
 - 1.4. Pivot tables

Part 2 – Bringing data together from different sources

Part 3 – Creating web and mobile phone dashboards

Part 4 – Looking for insights

Part 5 – Classification of data

Part 6 – Adding artificial intelligence to data



HUMAN RESOURCE MANAGEMENT

Module coordination	Prof. Dr. Rainer Waldmann
Course number and name	G1116 Human Resource Management
Lecturers	JoAn Mann Marie Schneider
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.

Entrance Requirements

Integration of personal experiences gleaned from the International Team Building course and the group HR projects with the course contents.

Learning Content

1. Why study Human Resources Management (HRM)?
2. Organizational Behavior
 2. What's Organizational Behavior
 3. Work Teams and Groups
 4. Leadership
 5. Motivation
 6. Learning and Performance
 7. Communication
3. Developing Effectiveness in HRM
 8. Recruitment
 9. Selection and Placement
 10. Training
 11. Evaluating Performance
 12. 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



QUALITATIVE RESEARCH METHODS

Lecturer	Prof. Dr. Irmgard Tischner
Course number and name	WP-3118 Qualitative Research Methods
Semester	GB
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	Individual assignments
Language of Instruction	English

Module objectives

Through lectures, seminars and practical activities, students will be guided through the qualitative research design process and develop the skills and confidence to successfully develop, conduct and write up an independent small-scale qualitative research project.

On successful completion of this module students will be able to:

- demonstrate a critical understanding of a wide range of qualitative approaches to research, and be able to distinguish qualitative from quantitative approaches;
- recognize the purposes and limitations of various qualitative methodologies and methods
- understand how research is designed, data collected and analysed, and critically evaluate the issues involved in different research designs;
- understand and critically evaluate existing research literature
- independently develop an appropriate qualitative research question and respective research design
- understand a diverse range, and choose the appropriate method of data collection for a respective research question understand a range of qualitative methods of data analysis; their respective purposes and limitations apply basic qualitative analytic skills
- understand and evaluate the practical issues involved in conducting research using different methods;
- understand the ethical issues involved in research with human participants
- plan and write up a research report



Module applicability

The main focus will be on the development and application of research skills for an independent small-scale project, e.g. the students' final year projects, using qualitative research methods (not statistics!). Transferrable skills obtained will be applicable in many future academic and non-academic roles.

Prerequisites

English language skills

Module content

- Introduction to qualitative research and its distinction from quantitative designs; reading qualitative research
- Designing qualitative research, including issues of different perspectives; choosing the research topic and designing the research question; the limitations and advantages of qualitative designs
- Ethical issues in research with human participants; participant recruitment
- Methods of qualitative data collection 1:
Textual and online data collection
- Methods of qualitative data collection 2:
Interactive data collection: interviews and focus groups
- Methods of data analysis 1:
Getting started with data – transcription; coding; based on Thematic Analysis
- Methods of data analysis 2:
Finalising Thematic Analysis
- Methods of data analysis 3:
- Introduction to other methods of analysis: e.g. Interpretative Phenomenological Analysis; Grounded Theory
- Evaluating qualitative methodologies and methods
- Planning and writing a project report

Literature

Braun, V. & Clarke, V. (2013) Successful Qualitative Research – a practical guide for beginners. London: SAGE

Flick, U. (2014) An Introduction to Qualitative Research. London: SAGE

Willig, C. (2013) Introducing Qualitative Research in Psychology. Maidenhead: McGrawHill/Open University Press



Sullivan, C., Gibson, S. & Riley, S. (2012) Doing your qualitative psychology project.
London: SAGE

Didactic methods

A variety of pedagogical approaches will be used with the aim of maximising the active engagement of students and developing students' practical research, writing and critical analytic skills:

The course will be presented in weekly sessions comprising of both a lecture-style part, which will provide an introduction to, and overview of, key topic areas, and workshops, which will enable further exploration of issues raised by lectures and guided study activities (such as developing research tools or undertaking analytic tasks). These workshops will draw on the materials of research design, data collection and analysis, and enable students to acquire practical research and critical analytic skills.

Independent study

Students will be expected to undertake some independent study throughout the module.

Assessment

Individual assignments



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



PUBLIC ECONOMICS (VIRTUAL COURSE)

Lecturer	Prof. Dr. Hanjo Allinger
Course number and name	J2101 Public Economics
Semester	GB
Duration of the module	1 semester
Module frequency	yearly
Level	undergraduate
Semester periods per week (SWS)	2
ECTS	2,5
Workload	Time of attendance: 0 hours self-study: 75 hours Total: 75 hours
Type of Examination	Written exam
Duration of Examination	45 min.
Language of Instruction	English

Objectives

The main object of the financial science is the apprenticeship of the state income and issues, also called „economy of the public sector “. The introductory event deals with the question of the role which the state should take in a social market economy.

A main focus lies in the investigation of the typical facts of the matter of market failure which could justify state interventions in the markets – provided that no simultaneous state failure is to be expected. The problems of the most different externalities of private goods and questions of the optimum supply decision and decision of utilization of public goods are looked thoroughly here.

Nevertheless, markets can fail not only in allocative regard, but also in distributive regard, possibly if the market supply of goods contradicts central justice images of the society.

Hence, the event mediates of distant bases of exogenous and endogenous concepts of justice.

Learning content

Introduction

- Introduction to the financial science

Externalities

- Positive and negative external effects
- Graphic and mathematical derivation of the welfare losses
- Pareto-relevance of externalities



- Financial externalities
- Internalization by Pigot-taxes
- Stamp duties on capital issues
- Trade with issue certificates
- Infra-marginal externalities
- Fixed externalities
- Coase theorem

Public goods

- Criteria more purely of public goods
- Impure public goods
- Allmende goods (common goods)
- Toll goods or collective goods
- Supply decision
- Crowding costs and decision of utilization

Introduction to the tax effect theory

- Tax-induced welfare losses (Excess Burden I)
- Tax-induced welfare losses (Excess Burden II)
- Introduction to the optimum tax theory

Concepts of justice

- Exogenous justice
- Endogenous justice



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



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



▶ PERSONAL BRANDING – YOUR DIGITAL MARKETING FOOTPRINT IN A NOISY WORLD

Lecturer	Prof. Dr. Christian Zich
Course number and name	G-34 Personal Branding – Your digital marketing footprint in a noisy world
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

This is the only subject in which you can do something for yourself - 100% of the time. Original quote from a student in the summer term 2020.

Do you want to learn how to market yourself better and how to get more attention in the digital world? Not just in theory, but in an accompanied, coached real-live project?

Do you want to gain experience in digital marketing and social networks in which your future employers will be interested? Then you are welcome to join this course.

The subject is divided into 2 different parts:

Part 1: 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. This part is based on a VHB course.

Part 2: A Real-Life Marketing Communication Project

In this part, we carry out a real marketing project. Yes, they can blog properly!

With my help, you build a WordPress blog and learn how to develop exciting content, develop an editorial plan for social networks and then implement it. You get to know the professional perspective of the well-known social networks, such as Facebook, Instagram, Twitter, Pinterest, etc. and afterwards you know how to inspire fans and win



followers in a targeted way. Besides these usual suspects, we also deal with less well-known multiplier platforms, such as Torial or Medium.

The aim of these activities is to generate as many digital contact points for as many target groups as possible in order to leave a lasting echo in the digital world. You can use this knowledge for your own purposes (for your application or for a future self-employment) as well as for a future marketing career in a company. In addition, we are also intensively dealing with Search Engine Optimization, once again based on the practical project not only in theory.

50% of advertising expenditures are now spent on digital channels, so you already have 50% of the job interview for a marketing position in your pocket. In contrast to other students, you can look back on a practical project with learning loops, while other competitors for the same position can only rely on theoretical knowledge.

The course language is English, but of course, you can write your own blogging project in German, even the final thesis can be written in German or English.



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	Prof. Dr. Grötsch Mr. Friedrich Mr. Mayr
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

