



Module Description

General Business

Faculty AWW – School of Management

Summer term 2021



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A BUSINESS PROCESS CASE STUDY IN SAP FOR BEGINNERS

Lecturer	Prof. Dr. Dieter Rummler
Course number and name	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



ADVANCED METHODS IN PROCUREMENT

Lecturer	Prof. Dr. Diane Ahrens Mr. Michael Fernandes
Course number and name	Z6100 Advanced Methods in Procurement
Semester	IM 6
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 is split into two parts:

Part 1:

The broad scope of this course starts from principles of sourcing to strategic procurement decisions like low cost country sourcing, procurement concepts like consignment inventory, vendor managed inventory. Prices and Total Cost are analyzed, suppliers evaluated, and development strategies discussed.

Part 2:

The second part focusses on quantitative methods: Times series are analyzed and different forecasting methods needed for purchasing decisions are trained. Based on this disposition decisions - timing and quantity of orders - are made.

Learning content

Part I:

1. Development of Purchasing Function
2. Leverage Effect of Procurement
3. Best Cost Country Sourcing
4. Sourcing Strategies
5. Price and Total Cost Analysis
6. Supplier Evaluation and Development
7. Replenishment Strategies & Procurement Logistics



Part II:

1. Linear and Multiple Regression
2. Time Series and Forecasting Methods
3. Disposition and Ordering
4. Newsvendor and other Models

Methods

The course features lectures introducing to strategic sourcing and procurement logistics theory in an international business environment, focused lectures based on selected procurement categories, class discussion, group activities, situational analysis and comparison, and integrative experiential learning.

Self-managed student work teams develop procurement strategies based on given case studies, e.g. for steel bulk buying or specific injection molded plastic parts. Students are confronted with procurement decisions from the real world cases and then compare their responses to actual management actions.

Recommended Literature

Jacobs, F.R.; Chase, R.B.: Operations & Supply Management, 15th Edition, McGraw-Hill Irwin International Edition, 2018

Baily, P.; Farmer, D.; Crocker, B.; et al.: Procurement, Principles & Management, 11th edition, Pearson Education Ltd., 2015

Jahns, C.: Cases in Purchasing and Supply Management: Category Sourcing, SMG Publishing, 2005

Van Weele, A.J.: Purchasing and Supply Chain Management, 7th edition, Cengage Learning Emea, 2018



▶ FROM DATA TO BIG DATA ANALYSIS AND BUSINESS INTELLIGENCE

Lecturer	Prof. Dr. Dieter Rummler
Course number and name	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



COMMUNICATION AND PRESENTATION TECHNIQUES

Module code	G-13
Module coordination	Prof. Dr. Adrian Hubel
Course number and name	G2116 Communication and Presentation Techniques
Lecturers	Prof. Dr. Adrian Hubel
Semester	2
Duration of the module	1 semester
Module frequency	yearly
Course type	required course
Niveau	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	oral examination, oral ex. 15 min.
Duration of Examination	15 min.
Language of Instruction	English

Module Objective

The main goal is to improve students listening, speaking and presentation skills through theory, observation, practice and group feedback. They also learn to argue in debating sessions.

Besides this they will develop the skills that are necessary to prepare presentations, to speak with confidence and to plan and use visual aids effectively. Students learn what communication is, how culture, language choices and non-verbal clues affect the image presented, how to organize a message, how to make persuasive presentations. Students also learn how to be effective listeners and give qualified feedback.

Weight

none

Entrance Requirements

none

Learning Content

The course covers communication and feedback, body language, organizing thoughts and data, voice, non-verbals and audience interaction and visual aids.



Students are expected to incorporate the following themes into their presentations:

Basics of successful presentations

How to use visual aids including PowerPoint

How to avoid over-presenting with PowerPoint and other media

The logistics of presenting.

What to do when things go wrong

Students will develop and improve these skills during debates:

What constitutes effective leadership behavior?

How to give and receive feedback in a debate?

What are some obstacles to effective communication and how these can be overcome?

What does a presenter need to know about nonverbal communication?

When is assertive behavior appropriate in communicating?

What are the elements of persuasive presentations?

What are effective response styles?

How to argue convincingly?

How can a verbal confrontation produce its intended result?

What are effective ways to organize a message?

Teaching Methods

The course is conducted like a professional workshop. Students begin by making short presentations on a variety of theoretical and practical topics related to oral presentations and communication techniques. After individual feedback and coaching and discussion rounds with peers, students then evaluate a professional presentation and develop guidelines for improving their own subsequent presentations.

Students also participate in a workshop to learn the principles of debating techniques. Students get the opportunity to practice in a small group forum.

Recommended Literature

The Presenter's Fieldbook: A Practical Guide (Christopher-Gordon New Editions) Third Edition, 2018 by Robert J. Garmston

The Exceptional Presenter: A Proven Formula to Open Up and Own the Room by Timothy J. Koegel



 **CROSS CULTURAL MANAGEMENT**

Lecturer	Prof. Dr. Rainer Waldmann Ulrike Greindl
Course number and name	G6112 Cross Cultural Management
Semester	IM 6
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	student research project, practical course assessment
Language of Instruction	English

Module Objective

Cultural differences among international business partners, customers and suppliers often result in tension and misunderstandings. Managers who competently navigate in different cultural environments can contribute substantially to the success of globally active enterprises.

A condition for the acquisition of 'intercultural competence' is the recognition that one's own actions are influenced by one's own cultural values and norms. Reflecting on one's own cultural background forms the basis for the understanding of foreign cultures.

In the first part of the course the participants acquire the knowledge they need to explain and understand various cultures. Through the comparative study of cultures, they discover the relevance of the cultural framework to management theory and for explaining management behavior.

Participants learn how to independently apply the 'culture assimilator' technique to broaden their knowledge through a qualitative research project. This involves soliciting international managers and collecting 'critical incidents' of cross cultural business interactions, which are then analyzed with the help of theory. Carrying out qualitative interviews with members of foreign cultures further develops the participants' social and intercultural skills.

The second part of the course is conducted as an off-campus intensive 'social and intercultural competence'-training workshop. Here the results of the culture-assimilator research projects are presented through role-playing in situational re-enactments. The implications are further clarified through a variety of interaction exercises.

The social and intercultural competence training assists the participants in their ability to reflect on cultural identities, to avoid value judgments in their perception of foreign



cultures, to empathize and accept differences as well as to develop additional options for actions international managers can take.

Learning Content

1. Introduction: Cultural Differences
2. Defining Culture
 - o Examples
 - o The Characteristics of Culture
 - o The Layers and Elements of Culture
3. Comparing Culture
 - o The Impact on the Individual: the „Culture Shock“
 - o Culture Contexts: Hall
 - o Culture and the Workplace: Hofstede
 - o Gesteland’s Cultural Patterns
4. Summary

Additional course materials provided by the vhb-course „Interkulturelle Kompetenz“ (English Version), Augsburg University, Prof. Dr. Martina Rost-Roth:

Module 2: Intercultural Awareness

- o Lesson 1 - Intercultural Awareness

Module 3: Assessing Culture

- o Lesson 1 - Definitions of Culture
- o Lesson 2 - Dimensions of Culture
- o Lesson 3 - Leadership Styles and Cultural Standards

Module 5: Intercultural Business Communication

- o Lesson 3 - Intercultural Training

Teaching Methods

The course begins by conveying the fundamentals of cross-cultural management via theoretical lectures, self-organized virtual learning (vhb-course) and moderated discussions. Since most of the participants have intercultural experiences assembled from a wide variety of cultures, the theory can be directly tied to many of the individual experiences.

The theoretical fundamentals are then extended through the development, application and presentation of the culture assimilators. The qualitative research projects are



performed in groups organized along the principles of self-organized learning. The projects help develop individual competence in applying the scientific method and also further the development of presentation, social and intercultural skills.

Short case studies, 'critical incidents', are selected from the international business world. Explanations and analysis of these cases support the integration of the participants' existing management knowledge with intercultural perspectives.

Social and intercultural skills are further developed in the training workshop through role playing, interaction exercises, problem solving tasks, simulations and feedback rounds.

Recommended Literature

Dowling, P., Festing, M., & Engle, S. A., International Human Resource Management, 6th ed., Boston et al., 2013

Francesco, A. M., Gold, B.: International Organizational Behavior, 2nd ed., Upper Saddle River, Pearson (2005)

Gesteland, R. R., Cross-Cultural Business Behavior, 5th ed., Copenhagen, (2012)

Hall, E. T., Hall, M. R.: Understanding Cultural Differences, reprint, Yarmouth, Intercultural Press (2000)

Hofstede, G.: Culture's Consequences, 2nd ed., Thousand Oaks, Sage Publications (2003)

Hofstede G., Hofstede G. J., Minkov M.: Cultures and Organizations. Software of the Mind, 3rd ed., New York et al., McGraw-Hill 2010)

Hofstede Geert, Gert Jan Hofstede, and Michael Minkov, Cultures and Organizations: Software of the Mind, Third Edition, McGraw-Hill (2010)

Lewis, R. D.: When Cultures Collide, 3rd ed., London, Brealey Publishing (2006)

Rost-Roth, M., Interkulturelle Kommunikation, English Version

Thomas, A., Kinast E.-U. & Schroll-Machl S. (eds.), Handbook of Intercultural Communication and Cooperation: Basics and Areas of Application, Göttingen, Vandenhoeck & Ruprecht (2012)

Trompenaars, F., Hampden-Turner, C., Riding the Waves of Culture, understanding diversity in global business, revised and updated 3rd ed., London, Brealey Publishing, (2012)



ENTREPRENEURSHIP & INNOVATION

Lecturer	Adrian Kapsalis
Course number and name	Z6100 Entrepreneurship & Innovation
Semester	IM 6
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 paper
Language of Instruction	English

Requirements:

Short answer to the following two questions:

- What do you expect to learn and why is it relevant for your personal professional future? (max 75 words)
- What was the last entrepreneurial thing you have done? (max 50 words)
- Limited to 30 students

Course Objective

In this course, participants will learn to apply tools and structures to drive innovation and develop an understanding for designing, launching and running a customer-centric business.

Course Contents

1. Entrepreneurial ecosystem
2. Starting a business as a student or after graduation
3. How to turn ideas into a marketable product?
4. Design Thinking & Lean Startup
5. How to find co-founders and first employees
6. Financing for start-ups - Venture financing vs. bootstrapping
7. How to pitch your idea to investors



Course Structure

The module consists of a series of online lectures and workshops. Various founders, entrepreneurs, and investors, covering a broad range of industries, will talk about their individual entrepreneurial careers and the course contents.

At the end of the lecture, participants can actively engage in a discussion with the guest speaker during the Q&A session.

Methods

The course builds on various methods and frameworks such as Design Thinking, Lean Startup, Business Modeling and Agile Development. The students will learn from experiences, success and mistakes from various founders, entrepreneurs, and investors through guest lectures. Students will gain an understanding of what it takes to start a successful business und prepare an investor pitch deck for their own startup idea.

Final Grade

Create an investor pitch deck for your own idea



GLOBAL LEADERSHIP (VIRTUAL CLASS)

Lecturer	JoAn Mann
Course number and name	Z6100 Global Leadership Virtual Class
Semester	IM 6
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 paper
Language of Instruction	English

Module Objective

1. Understand ones natural Leadership style, and situations/career patterns
Applied across Disciplines, Industries & Cultures.

➔ Identify your individual natural Leadership style, passions, goals and natural career patterns

➔ Develop an Individual Development Leadership Plan for classes, skills to deepen, careers to explore, mentoring development for deeper insight

2. Build communication competencies that connect and empower others –
Verbally – Non-Verbally

➔ Practice Emotional Intelligence competencies that connect and empower others and support respectful, peaceful global leadership practice.

3. Recognize and “model” universally inspiring Global Leadership patterns
Politically – Culturally – Behaviorally – Socially – Intellectually – Future Leadership

➔ Develop a case with 4-6 class members to research and present how Global Leadership patterns impact our world. Use Global current situations: COVID-19 global pandemic in any pattern (leadership style, Gender, Children’s issues, Politics, Economic Impact, Healthcare Systems, Social Status, Poverty, etc) or Changing Power Structures (Political movements, Financial, Balance of Power shifts, Artificial intelligence, Hunger, etc).

Learning Content

- Understanding Global Leadership in Changing Times and Technologies



- Leading Cultural Groups Effectively: Differences between monocultural/generational and multi-cultural
- Individual Leadership Style Exploration: Yours and Others
- Identifying one's personal Leadership Strengths and Areas to be Developed
- Learning Optimal Personal Leadership Communications with different types of individuals and teams
- Exploring and Practicing Respectful Non-Verbal/Behavioral Leadership Communications
- Understanding the role of creativity and recharging oneself in Leadership
- Strengthening one's personal Leadership style to reframe Stress to Opportunity
 - individually, in teams

Assessment

Individual Development Plan Reflection 40%

→ Reflecting on one's unique background and leadership style/approach, skills, temperament, educational and work matching

→ Where do you want to go from here? What is your IDP for your last semester/s, grad school or career next steps? How do you plan to get there? What barriers can you estimate? What strengths and competencies do you have to compensate and create the life you envision and happiness you want?

Case Study group work Virtual presentation and report 60%

→ Selecting, developing and presenting the current global situation you have selected. Group equanimity and contribution will be part of evaluation.

→ Virtual presentation can include videos, role plays via Zoom, interviews. All must include a guided/scripted question break-out group discussion of 15 minutes with group facilitated debrief that can include a questionnaire to be assessed and included in the report or final conclusions

→ Report of 12-16 pages, with bibliography (no plagiarism - that is an automatic failing grade) that will include a group reflection of how well your group worked, suggestions, learnings, positive contributions by each member and a group-agreed upon contribution for each team member to the final outcome. All must agree, and the group grade will be an algorithm of the presentation and report evaluation by professor, proportioned to the contribution the group has agreed upon. (It can be equal, or uneven... often due to unforeseen circumstances, illness, etc.).

Reading Assignments

(on reserve at the THD Library)

Wiseman, Liz, *Multipliers*, revised and updated version. Harper-Collins Publishers, New York, 2017. → Preface, Chapter 1 (pp1-31), Chapter 7 (pp 191-210), Chapter 8 (pp



21-241), Chapter 9 (pp 243-286), Appendix B FAQ (pp 299-309)

Steer Richard M and Osland, Joyce S, *Management Across Cultures*, 4th edition, Cambridge University Press, 2020. → Chapter 6, *Global Leadership*, pp 188-223 and *Global Teams*, pp 319-325



INTRODUCTION TO AIR TRANSPORT MANAGEMENT

Lecturer	Jack Romero
Course number and name	T3118 Introduction to Air Transport Management
Semester	TM 4
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 paper
Language of Instruction	English

Learning content

The Introduction to Air Transport Management course is designed to give you a brief insight into the world of airlines, airports and air transport industry in general by covering topics such as, but not limited to:

- o Airline business
- o Airline operations
- o Airline marketing
- o Aircraft fleet planning
- o Airport business
- o Air transport economics
- o Quality management of airline operations
- o Statistical Analysis
- o Research Methods and Forecasting



MARKET RESEARCH INCL. SPSS

Lecturer	Melanie Hazod
Course number and name	A4121 Market Research incl. SPSS
Semester	BW 4
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 lecture should lead you to an understanding of the uses and abuses of market research.

After completing the module, you should be able to:

- evaluate the usefulness of market research for the problem you are involved with
- discuss appropriate types of research with confidence
- set yourself realistic expectations regarding the results/ timing
- understand the importance of market research
- perform a complete market research project
- know the statistical software SPSS and can operate basis analysis
- analyze questionnaires under quality aspects



PUBLIC ECONOMICS (VIRTUAL CLASS)

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

