



# Module Description

## General Business

Faculty AWW – School of Management

Winter term 2025/26





## CONTENT

<b>Level 1.....</b>	<b>3</b>
• <i>International Teambuilding.....</i>	<i>3</i>
• <i>Human Resource Management and Organizational Behavior.....</i>	<i>6</i>
• <i>Operations and Logistics Management .....</i>	<i>9</i>
<b>Level 2.....</b>	<b>11</b>
• <i>Aviation Management for Global Travel and Tourism Industries.....</i>	<i>11</i>
• <i>Financing and Marketing for New Ventures .....</i>	<i>13</i>
• <i>Art of Negotiation.....</i>	<i>15</i>
• <i>Future of Industrial Management: Lean Strategies for Sustainable Value Creation.....</i>	<i>17</i>
• <i>Inside Strategy: How Companies Think, Grow and Win .....</i>	<i>21</i>
• <i>International Business Development.....</i>	<i>23</i>
• <i>IT Skills for Project Managers .....</i>	<i>25</i>
• <i>FinTechs and Investment Banking.....</i>	<i>26</i>
• <i>Online Sales .....</i>	<i>28</i>
<b>Level 3.....</b>	<b>30</b>
• <i>International Accounting and Controlling.....</i>	<i>30</i>
• <i>International Business Law .....</i>	<i>33</i>



## 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 Geltinger
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.

### Entrance Requirements

The weekend seminar is characterized by team teaching in a mountain hostel. The team consists of Prof. Dr. Waldmann, Ulrike Greindl, Katharina Geltinger 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.

## **HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL BEHAVIOR**

Module coordination	Prof. Dr. Rainer Waldmann
Course number and name	Human Resource Management and Organizational Behavior
Lecturers	Matthias Koeppen Sonja Wild
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







## OPERATIONS AND LOGISTICS MANAGEMENT

Module coordination	Prof. Dr. Diane Ahrens
Course number and name	Operations and Logistics Management
Lecturer	Prof. Dr. Diane Ahrens
Semester	IM-1
Duration of the module	1 semester
Module frequency	yearly
Level	undergraduate
Semester periods per week (SWS)	5
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



## LEVEL 2

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



### AVIATION MANAGEMENT FOR GLOBAL TRAVEL AND TOURISM INDUSTRIES

Lecturer	Jack Romero
Course number and name	T3118 Aviation Management for Global Travel & Tourism Industries
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	Written paper and presentation
Language of Instruction	English

### Course Rationale

In the age of rapidly evolving Artificial Intelligence and Robotics, Aviation Management occupies a central role in utilising these technologies efficiently for shaping the tourism landscape, driving economic growth, fostering connectivity, and promoting sustainable practices. By embracing these technological innovations, strategic planning, and collaborative partnerships, the aviation industry continues to serve as a catalyst for tourism development worldwide. As we navigate the complexities of a rapidly changing global environment, the synergy between aviation management and tourism remains indispensable in shaping a resilient and inclusive future for travel and exploration.

Aviation Management will support the ever growing global Hospitality, Event Management, Travel and Tourism industries' needs.

### Course Description

In this course we examine, through interactive research, discussions and case studies some of the key drivers affecting the Travel and Tourism industries from an Aviation Management's perspective:

**Economic Catalysis:** We examine how aviation management plays a pivotal role in catalysing tourism development by providing vital infrastructure, efficient services, and connectivity.



**Connectivity and Accessibility:** We look at how the proliferation of air travel routes and the expansion of airport facilities have transformed once-remote destinations into accessible hubs of tourism.

**Technological Advancements:** We discuss the intricacies of how Aviation Management is at the forefront of technological advancements, including the deployment and uses of AI and robotics that enhance safety, efficiency, and passenger experience. From advanced navigation systems to eco-friendly aircraft designs, innovation drives progress in the aviation industry.

**Strategic Planning and Collaboration:** We examine the roles of strategic planning and collaboration among industry stakeholders, governments, and regulatory bodies such as the International Civil Aviation Organization (ICAO) who sets global standards for aviation safety, security, and environmental sustainability, ensuring harmonized operations across borders.

**Challenges and Opportunities:** We look at its transformative impact and how aviation management faces challenges ranging from airspace congestion to environmental concerns. The COVID-19 pandemic also underscored the industry's vulnerability to external shocks, prompting a renewed focus on resilience and adaptability. However, these challenges also present opportunities for innovation, digitalization, and sustainable growth. The adoption of smart technologies, biofuels, and green infrastructure reflects a proactive approach to addressing these challenges while fostering sustainable tourism practices.

## Course Structure and Objectives

The Aviation Management course is a thoroughly proactive programme. It is designed to include lectures, discussions, real-life case studies and group work. These are supported and delivered by renowned industry executive with global experience and knowledge base accumulated over time from diverse academic and industry backgrounds.

When studying the Aviation Management course students will be provided with a blend of both academic and practical insights around how these industries function and interacts and students will be equipped with transferrable skills which can prepare them for work in these areas, anywhere in the world.

Your progress will be assessed by essays, presentations, portfolios of evidence and project work which will help you to build a range of skills in support of current global employability requirements.

## Exam

Exam will be conducted in the form of a group project, researched individually, composed and delivered on paper as a group and delivered live on Zoom on the final day of the course.



## **FINANCING AND MARKETING FOR NEW VENTURES**

Lecturer	Prof. Dr. Jürgen Sikorski
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

- 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.
  - 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.





## ART OF NEGOTIATION

Lecturer	Matthias Koeppen
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	Portfolio
Language of Instruction	English

### Module objectives

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 specialise 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" misbehaviour 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 practising actual negotiational situations and problems and analysing them. Besides that this course teaches the art of communication and the art of questioning as integral parts of every efficient negotiation.

### Module 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 criterias
12. Questioning skills
13. Human conflict patterns
14. Methods of deescalation
15. Dirty tricks

## 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.

**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, mindmap, focus) for all the students. Show me that you understood and that you are 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.





## **FUTURE OF INDUSTRIAL MANAGEMENT: LEAN STRATEGIES FOR SUSTAINABLE VALUE CREATION**

Lecturer	Prof. Dr. Stephan Schmidberger
Course number and name	Future of Industrial Management: Lean Strategies for Sustainable Value Creation
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 exam
Language of Instruction	English

### **Why Choose This Course: Shape Your Future in Industrial Management**

In today's rapidly evolving industrial landscape, characterized by increasing complexity, technological disruption, and the constant need for innovation, the ability of organizations to adapt swiftly, respond effectively, and maintain strength in the face of challenges is paramount. This course, "Future of Industrial Management: Lean Strategies for Sustainable Value Creation," equips you with the essential knowledge and practical skills to become a leader in this dynamic environment.

You will delve into the powerful synergy of Lean Management and Operational Excellence– two critical disciplines that, when integrated, empower organizations and people to not only achieve operational excellence but also to build lasting resilience and a future-proof foundation. This isn't just about theory; it's about understanding how to drive tangible improvements, foster a culture of continuous evolution, and lead organizations towards sustained success.

By enrolling in this module, you will gain a deep understanding of:

- **Future-Oriented Strategies:** Learn how to position organizations to thrive amidst change and uncertainty.
- **Practical Implementation:** Acquire actionable tools and techniques to design flexible, responsive, and robust operations.
- **Leadership Skills:** Understand how to lead and inspire teams through transformative initiatives.
- **Systemic Thinking:** Develop the ability to see the interconnectedness within organizations and leverage it for positive change.



Furthermore, you will have the opportunity to learn directly from an expert with 25 years of practical experience in coaching organizations to achieve operational excellence and build lasting capabilities. This real-world perspective, combined with rigorous academic content, will provide you with invaluable insights and a distinct advantage as you embark on your professional journey.

This course is not just an academic pursuit; it's an investment in your future. It will equip you with the sought-after skills and strategic mindset to excel in roles such as manager, process improvement specialist, change leader, management consultant, and beyond. Take this opportunity to become a driver of innovation and a champion of sustainable success in the future of industrial management.

This block aims to be engaging and highlight the relevance and unique value proposition of your course, including your extensive practical experience. How does this resonate with you?

## Learning Objectives:

Completing this module, students will be able to:

- Strategically analyze the critical role of adaptability, agility, and resilience for future industrial organizations.
- Synthesize Lean and organizational development (OD) theories to develop integrated strategies for achieving operational excellence (Opex).
- Critically apply advanced Lean tools and approaches to design agile and resilient value streams and organizations.
- Evaluate leadership's impact on driving sustainable Lean and Opex initiatives.
- Design metrics to assess the impact of Lean and Opex on agility, resilience, and long-term sustainability.
- Critically analyze case studies of successful Lean and Opex implementations in dynamic environments.
- Formulate strategic recommendations for enhancing organizational adaptability and resilience.

These condensed learning objectives focus on the key skills and knowledge students should acquire: strategic analysis, theoretical synthesis, practical application, evaluation, design, critical analysis of cases, and the formulation of strategic recommendations within the context of Lean and Opex.

## Course Content:

This course, "Future of Industrial Management: Lean Strategies for Sustainable Value Creation," explores how organizations can achieve long-term success and resilience in a complex industrial landscape through the integration of Lean Management and Opex.

The course begins by establishing the critical need for adaptability, agility, and resilience as cornerstones of organizational excellence and introduces Operational Excellence (OPEX) as the overarching framework. It positions Lean Management as a key enabler of these qualities and links them to the concept of sustainable organizational development (long-term survival).

The foundational principles of Lean Management are then examined as building blocks for effectiveness and flexibility, highlighting their role in fostering agility, adaptability, and resilient value streams.

The course then delves into Organizational Development, emphasizing the organization as a complex system and the importance of interconnectedness, communication, collaboration, and knowledge sharing in building an agile and resilient enterprise.

The integration of Lean and Opex is explored, focusing on how systemic principles can enhance Lean implementations by considering employee involvement and organizational culture. The role of leadership in fostering a Lean, agile, and resilient organization is also discussed, along with metrics for measuring the success of these initiatives.

The course then provides an in-depth look at specific Lean Tools and Techniques and their practical application in creating excellent value streams by reducing lead times, increasing responsiveness, enabling flexible production, and improving the ability to handle disruptions.

Finally, the course addresses Future Trends and Challenges, including the impact of digitalization (Industry 4.0) and agile methods on organizational agility and resilience. It concludes with strategies for continuous improvement in these areas.

In essence, the course argues that a synergistic approach combining Lean principles focused on the value stream with systemic Opex strategies is crucial for building agile, and resilient organizations capable of achieving sustainable excellence in the future of industrial management.

## **Teaching Methods:**

**Interactive Lectures with Critical Discussion:** While foundational concepts can be introduced through lectures, these should be highly interactive, incorporating frequent questions and opportunities for students to critically discuss the material, share their perspectives, and challenge assumptions. Encourage debate and the exploration of different viewpoints.

**Group Projects and Simulations:** Assign complex, real-world-based projects where students work in teams to develop and present integrated Lean and Opex strategies for a hypothetical or actual (with permission) organization facing challenges related to

agility and resilience. Simulations can provide a safe space to experiment with different approaches and experience the consequences of their decisions.

## **Assessment Method(s):**

Written examination 90 minutes

## **Recommended Literature:**

"The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer"  
by Jeffrey K. Likerprocess

"Toyota Production System: Beyond Large-Scale Production" by Taiichi Ohno

"Toyota Kata: Managing People for Improvement, Adaptiveness, and Superior Results"  
by Mike Rother

"The Fifth Discipline: The Art & Practice of The Learning Organization" by Peter M. Senge



## **INSIDE STRATEGY: HOW COMPANIES THINK, GROW AND WIN**

Lecturer	Stephan Hiller
Course number and name	Inside Strategy: How Companies Think, Grow and Win
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	Portfolio
Language of Instruction	English

### **Uncover the hidden logic behind business success – from competitive forces to core strengths**

Strategic Planning applies to all companies and industries. In this course we want to answer the four fundamental questions in strategy:

- Why do firms differ?
- How do firms compete?
- What determines the scope of the firm?
- What determines the success and failure of firms?

These questions need to be answered by all companies regardless in which industry they are in (e.g. tourism, airlines, cruising, hotels, restaurants, fast food etc.). We will learn and use various tools and concepts for an external assessment of an industry and for an internal assessment of a company. We will apply these tools on several examples and bring theory to practical implementation.

**EXTERNAL ASSESSMENT OF AN INDUSTRY – Market-based view:** The market-based view provides a systematic foundation for industry and competitor analysis.

- Identify industry profit potential
- Uncover forces harming profitability
- Driving profit potential
- Protect & extend competitive advantage
- Proactively anticipate changes in industry structure
- Why can some markets be easier entered than others?
- Why are there barriers to entry and why do they persist?
- Why do some firms depend on suppliers / buyers while others don't?
- Which generic strategies derive from this analysis?

- What are strategic groups?
- What is the focus of strategic group analysis?

#### INTERNAL ASSESSMENT OF A COMPANY - Resource-based view

- What are resources and capabilities?
- Which kind of resources and capabilities do exist?
- How are resources and capabilities linked to strategy?
- What are "strategic" resources and capabilities?
- What are the characteristics of strategically valuable resources and capabilities?
- What is the value chain?
- What are the components of the value chain?
- Why and how is the value chain linked to strategic management?
- Explain the concept of core competencies





## 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	Portfolio
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	Portfolio
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



## FINTECHS AND INVESTMENT BANKING

Course number and name	FinTechs and Investment Banking
Lecturers	Prof. Dr. Adrian von Duering Ruth-Maria Burkhardt
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	Portfolio
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

## **Course 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





## ONLINE SALES

Course number and name	Online Sales
Lecturers	Donya Byrtus
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	Presentation
Language of Instruction	English

### Module Objectives:

The main objective of the course is to give the students a general understanding how digital sales and marketing works. The course will combine classical marketing principles and combine that knowledge with the new developments such as social media and new ways of digital marketing such as performance marketing to equip the students with an understanding of new ways to market and sell online and how to develop a digital sales strategy.

### Learning contents:

Among other topics in the course we will look into the following subjects:

- Understanding basic principles of SEO
- How to successfully create online offerings
- How to create a sales funnel
- How to promote and sell products online via omni-channel marketing
- How to use performance Marketing

### Teaching methods:

The teaching method consists of theoretical input in form of lectures and there will be group work as well as presentations.



## **Recommended literature:**

Digital Marketing Strategy: An Integrated Approach to Online Marketing by Simon Kingsnorth

Digital Marketing by Dave Chaffey & Fiona Ellis-Chadwick

Brand Storytelling: Put Customers at the Heart of Your Brand Story by Miri Rodriguez

Digital Branding by Daniel Rowles



## LEVEL 3

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

### **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. Rainer Waldmann
Course number and name	G3113 International Business Law
Lecturers	Stefan Friedrich Connor Collett
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