



# Module Description

## General Business

Faculty AWW – School of Management

Winter term 2024/25



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## LEVEL 1

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

### INTERNATIONAL TEAMBUILDING

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

Module coordination	Prof. Dr. Rainer Waldmann
Course number and name	G1116 Human Resource Management
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





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

### Module Objective

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

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

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

### Learning Content

#### Principles of Management

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

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

Outline:

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

### **Scientific Writing**

The course covers mainly the following items:

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

### **Teaching Methods**

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

### **Student Research Project and Examination**

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



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

## **Recommended Literature**

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

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

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

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

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

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

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



## LEVEL 2

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

### **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

**Instructor: Prof. Dr. Sikorski**

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





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





## INTELLECTUAL PROPERTY PROTECTION

Lecturer	Carolyn Gouges d'Agincourt
Course number and name	Intellectual Property Protection
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	PStA (written paper)
Language of Instruction	English

### Module objectives

You have designed a novel universally adjustable drink holder for use in a car. How do you protect and/or monetize your idea?

You develop a software algorithm on your own time at night while working for your employer during the day – who owns the algorithm?

You are working on your own startup company featuring novel adjustable belts. How do you distinguish your brand from the competition?

You received a notice from Warner Brothers telling you to pay a fine for downloading a movie. Yikes! What happened?

You developed a formula for an energy drink, that is, the “next Red Bull,” but you want to keep the formula a secret while at the same time you want to earn a profit from your idea. What do you do?

These are only a few of the many questions or issues which arise in the protection of intellectual property (“IP”). Whether you are studying for a career in engineering, computer science, or business, if you want to “start from the ground running” in your career and with your ideas, this course will break down the various types of protection for intellectual property including patents, trademarks, copyrights, and trade secrets, which are available. At the end of the course, you will understand the different types of IP protection available and what type of IP protections best suits your needs and/or those of your future employers.

At the end of the course, you will be tested on the mastery of these concepts in the form of take-home open book/notes test including short answer questions and a short essay responsive to a fictional fact pattern.



## **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

## **PSYCHOLOGICAL AND INSTITUTIONAL ASPECTS OF FOUNDING AN ORGANISATION**

Course number and name	Psychological and Institutional Aspects of Founding an Organisation
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	PStA (written paper)
Language of Instruction	English

### **Course description**

This course provides students with in-depth knowledge of the psychological and institutional aspects involved in founding and building organizations. A particular focus is on motivating people for voluntary engagement and creating sustainable structures within organizations. Students will learn how to successfully establish, motivate, and lead an organization in the long term.

### **Course Contents:**

Introduction to founding organizations: Basic concepts and theories

Psychological aspects of founding: Motivation, team dynamics, leadership

Institutional frameworks: Legal foundations, financing, organizational structures

Volunteer management: Recruitment, motivation, and retention of volunteers

Sustainable organizational development: Long-term planning and evaluation

Practical projects: Development and implementation of a personal organizational idea

### **Learning Objectives:**

Students will:

Understand the fundamental psychological and institutional factors involved in founding and building an organization.

Be able to develop effective strategies for motivating and retaining volunteers.



Be capable of creating sustainable organizational structures and conducting long-term planning.

Be able to lead and further develop an organization successfully.

### **Course Goal:**

The goal of the course is to equip students with the skills and knowledge to successfully establish an organization and create sustainable structures that enable the organization to exist and operate effectively in the long term. Special emphasis is placed on organizations based on voluntary engagement.

### **Benefits of a Student Organization:**

Promotion of social skills and teamwork

Acquisition of practical experience in leadership and management

Networking and building contacts within and outside the university

Opportunity to actively engage in socially relevant issues

Personal development and enhancement of the resume

### **Successful Strategies for Building and Sustaining a Volunteer-Based Organization:**

**Clear Vision and Mission:** Developing a clear and inspiring vision and mission to encourage member engagement.

**Structured Organization:** Creating a clear organizational structure with defined roles and responsibilities.

**Effective Communication:** Ensuring transparent and regular communication within the organization to keep all members informed and involved.

**Recognition and Appreciation:** Regularly recognizing and appreciating members' contributions to maintain high motivation.

**Continuous Education:** Offering training and development opportunities to strengthen members' skills.

**Sustainable Financial Planning:** Developing a solid financial plan and diversified funding opportunities to ensure long-term stability.

**Evaluation and Adaptation:** Regularly evaluating organizational processes and goals and flexibly adapting to changing conditions and needs.

This course provides a comprehensive foundation for founding and sustainably leading organizations, particularly those based on voluntary engagement, and prepares students to create and lead effective and long-lasting organizations.

## 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