Module Description

General Business

Faculty AWW – School of Management

Winter term 2026/27

CONTENT

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 Ulrike Greindl
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 though 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, 12thedition, McGraw-Hill Irwin International Edition 2009, ISBN 978-0-07-128804-0

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

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

LEVEL 2

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

GLOBAL BUSINESS UNDER PRESSURE: REAL CRISES, REAL SOLUTIONS

Lecturer	Jack Romero
Course number and name	Global Business Under Pressure: Real Crises, Real Solutions
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

Learn strategic decision-making by studying how real industries handle disruption – from pandemics to AI to geopolitics and climate change

Brief Overview:

In a world of constant disruption, global industries face unprecedented challenges: technological transformation, climate pressures, geopolitical uncertainty, and pandemic-level crises. This course teaches you how industries actually respond to these challenges and how to think strategically when facing real complexity. Using aviation and tourism as primary case studies, we examine real crises, real decisions, and real consequences—while developing transferable skills applicable to any career or industry.

Why This Course Matters

In the contemporary global economy, professionals across all sectors must understand how industries respond to disruption, make decisions under uncertainty, and operate across cultural and geographic boundaries. This course develops those critical competencies.

Students will examine real-world crises and strategic responses: How did airlines survive the COVID-19 pandemic? How are industries integrating AI while maintaining safety? How do we balance economic growth with environmental sustainability and how to navigate global geopolitical tensions successfully? Through these case studies, students develop frameworks for strategic thinking applicable to startups, multinational corporations, government agencies, nonprofits, and any organisation facing complexity.

Who Should Take This Course:

This elective is designed for students from any major seeking to develop global business acumen and strategic decision-making skills:

- Business Administration & Management students developing core competencies
- Entrepreneurs learning how industries scale and adapt
- Economics students examining real-world industry behaviour
- HR & Organizational Development students understanding organizational complexity
- Sustainability & Environmental Studies students addressing industry-wide challenges
- International Relations & Global Studies students examining cross-border coordination
- Any student interested in understanding how the world actually works

Course Philosophy:

This course emphasises learning by doing. Rather than memorising industry facts, students analyse real decisions, propose solutions to actual challenges, and practice communicating complex ideas to diverse audiences. The lecturer mentors students not only on academic content but on practical career readiness: how to interview, present ideas professionally, and position yourself for employment in a global job market.

Module Objective

Upon completion of this course, students will be able to:

Strategic & Analytical Skills:

1. Analyse complex, real-world industry crises and identify key decision points
2. Apply strategic frameworks to understand how organizations respond to disruption
3. Evaluate trade-offs between competing priorities (safety, efficiency, sustainability, profitability)
4. Synthesise systems thinking to understand how decisions in one area affect global stakeholders

Global Business Understanding:

1. Understand how global industries interconnect and how disruptions ripple across borders
2. Evaluate the roles of governments, regulators (e.g., ICAO), and private organisations in coordinating across boundaries

3. Assess how technological advancements (AI, robotics, automation) reshape industry operations
4. Analyse the relationship between economic growth, sustainability, and social responsibility

Professional Communication & Leadership:

1. Deliver clear, compelling presentations to diverse, international audiences
2. Defend decisions and proposals under questioning and criticism
3. Collaborate effectively across cultural backgrounds in group problem-solving
4. Communicate complex technical or strategic concepts to non-specialist stakeholders

Employability & Career Readiness:

1. Identify transferable skills applicable to multiple career paths and industries
2. Position themselves competitively in global job markets Understand how to research and evaluate organisations before employment
3. Apply lessons from case studies to anticipate challenges in their future careers

Entrance Requirements

Formal Prerequisites:

None

Recommended Background:

- Basic understanding of business and economics (or willingness to learn)
- Comfort with collaborative work and group projects
- Ability to engage respectfully with diverse perspectives
- English language proficiency sufficient for university-level coursework

No Prior Aviation or Tourism Knowledge Required: The course is designed to be accessible to students from any background; specific industry knowledge is taught within the course.

Learning Content

Module 1: Understanding Global Industry Disruption

- What constitutes a "crisis" in global industries?

- How did COVID-19 expose vulnerabilities in global supply chains?
- Frameworks for analysing industry disruption
- Case study: Aviation during pandemic (grounding, adaptation, recovery)

Module 2: Technological Transformation & Strategic Response

- AI, robotics, and automation: Opportunities and risks
- How industries balance innovation with safety and employment
- Digital transformation in operations and customer experience
- Case studies: Self-service check-in, autonomous aircraft systems, predictive maintenance

Module 3: Sustainability & Environmental Responsibility

- Climate change as an industry-wide challenge
- Green aviation technologies and sustainable tourism practices
- Balancing environmental goals with economic viability
- Regulatory frameworks and international standards (ICAO sustainability initiatives)
- Case studies: Biofuels, carbon-neutral aviation targets, sustainable airport operations

Module 4: Global Coordination & Stakeholder Management

- How governments, regulators, and private organisations coordinate
- The role of international bodies (ICAO, IATA, UNWTO)
- Supply chain complexity and global dependencies
- Crisis communication and stakeholder alignment
- Case studies: post-pandemic coordination & deployed protocols across jurisdictions

Module 5: Strategic Decision-Making Under Uncertainty

- Deciding with incomplete information
- Risk assessment and contingency planning
- Leadership during crisis
- Organisational resilience and adaptability
- Student case study analysis and debate

Module 6: Student Research Projects & Real-World Problem-Solving

- Student research on real industry challenges
- Proposing solutions to current industry problems
- Group presentations and peer feedback
- Live project delivery with Q&A

Module 7: Integration & Reflection

- How these frameworks apply to YOUR future career
- Interview preparation and job-market positioning
- Global perspectives from diverse student backgrounds

Teaching Methods

Instructional Approach

This course employs an **interactive, workshop-based format** rather than traditional lectures. Instruction emphasises active learning, real-world application, and practical skill development.

Teaching Methods Include:

- **Interactive case discussions:** Students analyse real crises and debate solutions; instructor guides strategic thinking
- **Real industry data & examples:** Drawing from current news, industry reports, and research; students examine actual company decisions
- **Group problem-solving:** Collaborative projects addressing real industry challenges
- **Live presentations & feedback:** Students present findings to peers and instructor; receive constructive feedback on clarity, logic, and communication
- **Mentorship & Advising:** Beyond course content, instructor provides guidance on career readiness, interview preparation, and job-market strategy

Learning Environment:

- Interactive, discussion-based (not lecture-heavy)
- Respectful of diverse perspectives (students from multiple countries and backgrounds)
- Practical focus on skills applicable beyond the course

- Supportive and mentoring relationship between lecturer and students

Remarks

Assessment Methods

This course assesses students through a variety of methods to evaluate both content understanding and skill development:

Individual Research & Analysis (30% of grade)

- Students research assigned industry challenges independently
- Demonstrates ability to gather information, analyse sources, and synthesize findings
- Develops individual analytical skills

Group Project & Presentation (50% of grade)

- Students work collaboratively on a research-based project addressing a real industry problem
- Individual research components are compiled and analysed as a group
- Final deliverable: Written analysis (PPP format) and live presentation
- Demonstrates collaborative skills, strategic thinking, communication, and ability to work across differences
- Evaluated on both content quality and presentation effectiveness

Participation & Workshop Engagement (20% of grade)

- Active participation in class discussions and case analyses
- Contribution to group problem-solving sessions
- Quality of questions, insights, and engagement with peers' ideas
- Demonstrates ability to think critically and communicate in real-time

Assessment Rationale

Rather than traditional exams, assessment emphasises skills students actually need: research, collaboration, strategic analysis, and presentation. The group project with individual research components reflects real-world professional work, where individual expertise contributes to team outcomes. Live presentation delivery (not just written) ensures students develop verbal communication skills and the ability to defend their thinkingcritical for employment and leadership.

Recommended Literature

Required Textbooks

None; course materials provided by Mr. Jack Romero during class.

Recommended Reading

- Current industry publications and case studies (provided by Mr. Jack Romero)
- Articles on aviation, tourism, organizational behaviour, and global business
- Industry reports and analyses (freely available online)

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 marked-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 FRAMEWORKS: MANAGING ENTERPRISE GROWTH, GEOPOLITICS, AND COMPLEX OPERATIONS

Lecturer	Jack Romero
Course number and name	International Business Frameworks: Managing Enterprise Growth, Geopolitics, and Complex Operations
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 (100% Coursework / Zero Final Exam)
Language of Instruction	English

Why Enrol? (The CV & Career Multiplier)

- **Zero Traditional Exams:** Assessment is 100% portfolio-based, focused on a practical, real-world international enterprise growth strategy.
- **High-Value CV Anchor:** Proves to recruiters that you possess the core operational intelligence required to handle complex corporate environments.
- **Target Global Careers:** Directly enhances your profile for high-earning trajectories such as International Project Manager (€75k–€115k), Global Operations Manager (€80k–€110k), and Corporate Strategy Consultant (€85k+).

Don't just learn from a textbook. Learn from an active global operator and master the frameworks of tomorrow.

Course Overview

Designed and delivered directly by Jack Romero—a highly successful international business entrepreneur and academic operating with a reputable, global network of multinational organisations and major industries.

This cross-disciplinary elective strips away outdated legacy theories to teach you exactly how international enterprises operate in real-time today. Managing an international business requires far more than standard academic textbook models; it demands the sharp operational intelligence needed to sync complex business processes across borders, lead diverse global teams, and navigate intense cultural environments without losing momentum whilst keeping a sharp look out for geopolitical developments.

Whether your primary focus is Entrepreneurship, AI, Engineering, Tech, or Business Administration, this course bypasses time-wasting fluff to deliver raw, actionable execution strategies. You will learn what is working in the global market right now, positioning you the moment this course is complete to confidently tackle the complex operational challenges of tomorrow and succeed.

Objectives

Key Skills You Will Master

- **Enterprise Architecture:** Frameworks for structuring and running complex business processes across multiple international markets.
- **Cross-Cultural Intelligence:** The psychological and strategic skills required to lead international teams and close cross-border deals.
- **Operational Scaling:** Step-by-step methods to drive business expansion, manage international networks, and maintain peak efficiency.
- **Corporate Turnaround & Turnkey Success:** Practical tactics to restructure underperforming global business units and secure market victory.

Methods

Module Content & Weekly Breakdown

Phase 1: Scaling the Global Enterprise with Emerging Geopolitical Challenges

- Mapping out modern international expansion models and cross-border business setups despite geopolitical tensions e.g. Iran/USA, Lebanon/Israel, China/Taiwan, Venezuela/USA etc.
- Aligning complex operational processes and maintaining strategic direction during rapid growth.
- *Cross-Disciplinary Focus:* Scaling tech, engineering, and product frameworks into new international markets.

Phase 2: Mastering Cross-Cultural Operations & Networks

- Navigating the human and cultural complexities of international enterprise management.
- Building, maintaining, and supporting high-performance global teams and corporate networks.

- *Cross-Disciplinary Focus:* Leading cross-border project teams and managing diverse stakeholder expectations.

Phase 3: Business Optimisation & Turnaround Mastery

- Diagnosing operational friction and re-engineering underperforming international business units.
- Defensive and offensive positioning strategies when meeting fierce competition from global incumbents.
- *Live Simulation:* Participating in a real-world enterprise growth and corporate turnaround process.

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

Module objective

For whom: anyone who wants or needs to be a project manager/leader and wants to move from a "student" mindset to a "leader" mindset.
When a student has completed this course, he or she will be empowered for the future as a project leader to architect and manage digital project management ecosystems. The student will move beyond basic software usage to critically evaluate, select, and integrate traditional project management frameworks with modern IT toolsets. The module also aims to bridge the gap between human coordination and AI-driven automation, preparing the student to use predictive analytics and generative AI to optimize team communication and project delivery. The focus is not on coding the software, but on selecting and handling it.

Learning content

Instead of software tutorials, the course focuses on the strategic selection, handling, and integration of IT toolsets—from traditional Waterfall models to AI-driven ecosystems by contents:
• Foundations of IT in project management by establishing a core vocabulary to bridge the gap between technical developers and business stakeholders.
• Creating a software selection criteria by developing a framework to evaluate IT tools based on e.g. scalability, user experience, data security, and cost-benefit analysis.
• Learning traditional vs. modern methodologies by comparing Waterfall (linear) and Agile (iterative) models and the specific software ecosystems that support each.
• Designing meaningful toolsets that integrate disparate apps (e.g., Slack, Trello, and Google Workspace) into a seamless workflow.
• Evaluating team performance through digital metrics and mastering social

coordination in small-group online settings.
• Future trends and ethics is handled by exploring the ethical implications of AI in management, including data privacy, bias in algorithms, and the human touch requirement.

Methods

In-class lectures and virtual sessions

Recommended literature:

Project Management Institute PMI, *PMBOK® Guide, 8th ed.* (PMI, 2026) ISBN: 9781628258295
T.DeMarco, T.Lister, *Peopleware, 3rd ed.* (Addison Wesley, 2016) ISBN: 9780321934116
Z.Diao, 'Project Management in the Age of AI' (*Highlights in Business Economics and Management* , 2024)

INVESTMENT BANKING AND AI IN FINANCE

Course number and name	Investment Banking and AI in Finance
Lecturers	Prof. Dr. Adrian von Duering
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 in a state of flux as it faces rapid advances in data availability, computing power and Artificial Intelligence. A growing share of work in finance no longer consists of manual analysis, but of gathering large volumes of data and turning that data into structured, decision-ready information. The purpose of this course is to provide insights into how AI is reshaping the financial sector along this data value chain. Students learn how AI-based methods are used to collect data from heterogeneous sources (e.g. company filings, market data feeds, news and web sources, and documents), how this raw data is processed and cleaned, and how it is structured into formats that support financial analysis and decision-making. Rather than treating AI as a black box, the course exposes students to concrete tasks – from automated data extraction to the structuring of unstructured text – and to a number of practical use cases in which these techniques create value for financial institutions and advisors alike.

In addition, the course will also provide an introduction to topics in traditional investment banking. This covers areas such as mergers & acquisitions, asset management, 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

AI in Finance

- To understand the data value chain in finance and how AI supports its individual steps
- To understand how AI-based methods are used to collect data from heterogeneous and unstructured sources
- To learn how raw financial data is processed, cleaned and structured into formats suitable for analysis and decision-making
- To assess the opportunities and limitations of applying AI to data-intensive tasks in finance

Investment Banking

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

Course content

AI in Finance

Introduction to AI in Finance
The Data Value Chain in Finance
Financial Data Sources (filings, market data, news, web, documents)
AI for Data Collection (web scraping, APIs, document extraction)
Data Processing and Cleaning
Structuring Unstructured Data (NLP and text analytics)
Large Language Models for Financial Data Tasks
Use Cases, Data Quality and Limitations

Investment Banking

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

Portfolio Test

- 50% of the grade will be the presentation in Investment Banking
- 50% of the grade will be the AI Assignment

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

THE ART OF INTERCULTURAL NEGOTIATION

Course number and name	The Art of Intercultural Negotiation
Lecturers	Sandra Losch
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: Written exam (60 minutes), oral exam (15 min.)
Language of Instruction	English

Objectives

- Knowledge and understanding of cultural models and negotiation theories
- Ability to analyse negotiation situations in intercultural contexts
- Capacity for perspective-taking and critical self-reflection
- Effective argumentation and communication competence
- Ability to transfer and apply theoretical concepts to new and unfamiliar cases

Learning content

In a globalized world, being culturally competent is an indispensable prerequisite in the business world. You as the International Manager are no exception. Negotiations are complex in themselves and will become more challenging with the added cultural factors. This means you have to be well prepared to shield you from risky misunderstandings derailing or breaking your deal.

Also, in our day and age, negotiations are no longer solely conducted face-to-face but facilitated through electronic means which constitute another challenge on top calling for an understanding how to handle this setting.

In this course, we will focus on different negotiation approaches, conflict resolution strategies and learn how to create deals that create value and improve the deal while sitting at the table.

Teaching and Learning Methods

Lectures, practicing role play, discussion and presentations.

Exam

Written exam (60 minutes), oral exam (15 min.)

After this module, you will sit a written exam of 60 minutes covering some theoretical as well as transfer knowledge. For your oral exam, you will hold a short presentation of 10 minutes followed by some questions.

Literature References

Harkiolakis, Nicholas, et al. (2012): e-Negotiations: Networking and Cross-Cultural Business Transactions. Burlington, VT: Gower.

LEVEL 3

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

INTERNATIONAL ACCOUNTING AND CSRD

Module coordination	Prof. Dr. Martina Heigl-Murauer
Course number and name	G3111 International Accounting and CSRD
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	Prof. Dr. Michele Dilenge 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

- the legal framework for cross-border business transactions; especially the particularities of the European business sphere (EU and EFTA),
- the legal aspects of world trade and the meaning and relevance of the rules of the WTO,
- 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