



## Behavioural Economics (2235.YR.014060.3)

### GENERAL INFORMATION

**Type:** OPT    **Curs:** 3,4    **Period:** S semester

**ECTS Credits:** 3 ECTS

### Teaching Staff:

Group	Teacher	Department	Language
Year 3	Pedro Rey Biel	Economía, Finanzas y Contabilidad	ENG

Group	Teacher	Department	Language
Year 4	Pedro Rey Biel	Economía, Finanzas y Contabilidad	ENG

### PREVIOUS KNOWLEDGE

No formal knowledge is required to take this course, apart from an interest in understanding how psychology influences behaviour. Previous knowledge of statistics, graphical analysis and experience of how decisions are currently taken in business settings will help make the course more interesting.

### WORKLOAD DISTRIBUTION

The recent award of the Nobel Prize in Economics to Professor Richard H. Thaler (University of Chicago) in 2017 and the Nobel Prize for Field Experimentation to professors E. Duflo and A. Banerjee (MIT) and M. Kremer (Harvard) in 2019, have been the culmination of a revolution in Economics consisting in expanding the limited set of human motivations which were taken into account in traditional Economics to a much more interesting and realistic set of models in which experimental evidence is used to create a model including enriched Psychology.

At the same time, firms and institutions have finally realized that optimal decision making and organizational design can be achieved through a better understanding of the motivations behind economic agents (employers, employees, partners, clients?) esteeming from purposely designed laboratory and field experiments, which allow to establish causality behind economic phenomena.

In this course you will learn the main findings of behavioral economics in topics including choice under uncertainty, other regarding preferences, time discounting, game theory, learning, bounded rationality, emotions and neuroeconomics. You will not only learn how this findings came to be but also how to design, conduct and analyze your own experiments so that organizations can benefit from your knowledge and achieve better decision making based on causal evidence.

Additionally, through participating in class experiments, you may also learn more about yourself that you are currently prepared to know!

The course will combine lectures discussing the main topics, participation in experiments to understand the applied implications of our lessons and the design and exposition of a behaviorally inspired experimental project by students.

### COURSE CONTRIBUTION TO PROGRAM

The course will emphasize the importance of taking into account behavioural aspects in predicting and optimizing business decisions. At the same time, we will develop proper experimentation, beyond A/B testing as an important tool of the modern business manager.

We will discuss successful cases (and failures!) of applying behavioural decision making and experimentation in real companies, and learn from previous business and research experiences such that the student can apply them in real business settings.

## COURSE LEARNING OBJECTIVES

By the end of this course you will be able to:

- Be aware of the main psychological traits underpinning economic behavior.
- Design incentive schemes appealing to human motivation.
- Go beyond A/B testing and understand how causality can be established through the power of experimental design.
- Design powerful economic experiments and analyze their results.
- Conduct controlled laboratory experiments that allow you to understand human behavior.
- Perform Randomized Controlled Trials (RCTs) and field experiments in general, which help you to optimize decisions in any organization.
- Convince firms and institutions that decision making based on experimental evidence is a much more reliable way of running their organizations.
- Understand how behavioral economics findings have been applied to better organizational design and to several areas such as Finance, Marketing, Pricing, Retail, Health or Education.

## CONTENT

- 1. Lecture 1: What is Behavioral Economics? Not Only a Collection of Biases (but also)**

---

- 2. Lecture 2: The Power of Experimentation to Establish Causality**

---

- 3. Lecture 3: Other-regarding Preferences, cooperation and competition**

---

- 4. Lecture 4: Intertemporal Decision Making and Decisions under risk and uncertainty**

---

- 5. Lecture 5: Behavioral Change: Nudges and Incentives**

---

- 6. Lecture 6: Advising institutions and Conducting Experiments in Firms**

---

- 7. Lecture 7: Behavioral Finance & Consulting**

---

- 8. Lecture 8: Applying Behavioral Science to Sectors: Health, Education and Video-games**

---

- 9. Lectures 9 and 10: Student presentations and wrap-up**

## METHODOLOGY

Sessions comprise lectures, class experiments, case study discussions, and exercises. The goal of the lectures is to present theories, frameworks, analytical techniques, tools, practical insights, and examples. The goal of the experiments is for you to put yourself in the shoes of economics agents, learning about yourselves and understanding that learning from good experiments is not obvious. The goal of the case discussions and exercises is to examine important concepts in different managerial settings, and to practice making decisions.

The course will use a collection of research articles, readings and case studies which will be made available through Moodle. You are expected to have read the "required readings" posted on Moodle before class and be prepared to discuss them in class. If you want to learn more about a specific topic, come see me and I'll point you to additional sources.

## ASSESSMENT

### ASSESSMENT BREAKDOWN

Description	%
Participation	10
Assignments	20
Group Project	70

## Assessment criteria

Assessment of your work

- Your overall performance in the course will be evaluated based on your participation in the class and in experiments (10%), your individual assignments (20%) and a final project (70%):

- Participation (10%): The long-term benefits from this course are proportional to your investment in this course. This means that you must come to class prepared and contribute to the discussion in class. You will be evaluated based on the quality and quantity of your contributions to the course.

Class participation is not limited to comments and responses to questions that I ask. Questions and comments that extend the discussion meaningfully, or that seek clarification, are welcome and encouraged.

- Assignments (20%): Throughout the course you will be given a number of assignments, to be completed individually. Assignments could be case analyses, exercises, surveys, or short essays. I will evaluate the quality of the work you submit.

- Group project (70%): Throughout the course you will have to develop an experimental project with your group. There will be meetings with me to help define the project (sector, topic, etc). In the final two weeks all members of each group will present their projects.

General expectations

The Honour Code of ESADE states: "I will not lie, cheat or steal to gain an academic advantage. I will respect all students, faculty and staff with my words and deeds." Violations of these principles include, but are not limited to, the following actions:

- Lying - Knowingly communicating an untruth in order to gain an unfair academic or employment advantage,

- Cheating - Using unauthorized materials to complete an assignment, copying the work of another person, unauthorized provision of materials or information to another person, plagiarism and so on. All communications, written, oral or otherwise among students during examinations are forbidden, as is the use of notes, books, computers, calculators or other written material except when approved by the instructor,

- Stealing - Taking the property of another member of the school community without permission, defacing or vandalizing the property of ESADE or the misuse of school resources,

- Respect for others - Treating all ESADE students, staff, faculty and external contacts with politeness and cordiality, and refraining from using abusive language or physical violence.

Upon witnessing a violation of the Honour Code, a student has the moral obligation to inform the individual whose conduct is questioned that the Code has been violated. Each member of the ESADE community, as a person of integrity, has a personal obligation to adhere to this requirement, both on campus and when representing ESADE off campus.

Failure to comply with the more explicit guidelines set forth by the BBA programme's rules and regulations can also be considered a breach of the Honour Code. Purported violations are handled by the BBA Programme Office, which reserves the right to exercise any disciplinary action necessary in order to uphold the standards set forth herewith or in the BBA programme's rules and regulations.

## BIBLIOGRAPHY

There is no formal specific book for the course. Students will be provided through Moodle with business cases, research articles and other readings throughout the course.

For the interested student, classic books such as "Thinking Fast and Slow" (D. Kahneman) or "Nudge" (Thaler and Sunstein) are recommended.

Some of the discussions we will be having will be based on "Misbehaving" (Thaler) and "The Power of Experiments" (Luca and Bazerman).

BIO

Pedro Rey Biel is Professor of Behavioral Economics at ESADE, Ramon Llull University (Barcelona, Spain). He obtained his Master Degree in Economics and Finance from CEMFI (Bank of Spain) and a Ph.D. in Economics from University College London (United Kingdom). Before joining ESADE in April 2018, he was a tenured faculty member at Universitat Autònoma de Barcelona. Since 2008 he had held a visiting position at the Rady School of Management at University of California San Diego (UCSD), where he has taught MBA course on Managerial Economics and on Strategy. Pedro has also been the lead behavioral scientist behind All of Us, the United States Precision Medicine Initiative started by President Obama.

Pedro's research combines theoretical and empirical methodologies, as well as laboratory and field experiments to understand economic decision making and how it is affected by the design of proper incentive schemes which take into account the complex array of behavioral traits behind human motivation. He frequently collaborates with leading firms and institutions in designing field experiments which help obtaining better outcomes. He has published articles in leading academic journals in economics such as The Journal of European Economic Association, The Journal of Economic Perspectives, The Economic Journal, and The Journal of Public Economics and in the leading field journals such as Games and Economic Behavior, Journal of Economic Behavior and Organization and Experimental Economics. His work has also appeared regularly in popular outlets, such as The Wall Street Journal, or The Financial Times. He is also one of the editors of the most popular blog about Economics in Spain ([www.nadaesgratis.es](http://www.nadaesgratis.es)). He currently serves on the Editorial Board of the Journal of Economic Behavior and Organization, NPJ Digital Medicine (Nature) and Journal of Socio-Economics.

Pedro lives in Barcelona with his spouse and twin daughters (with whom he aims not to conduct RCTs). In his spare time (?), he also serves as elected member of the Spanish Society of Illusionism and runs marathons.

Pedro's personal webpage can (currently) be found here: <http://pareto.uab.es/prey/>

Pedro's complete CV is here: <http://pareto.uab.es/prey/cvweb.pdf>

Contact details as follows:

[Pedro.rey@esade.edu](mailto:Pedro.rey@esade.edu)

## **TIMETABLE AND SECTIONS**

<b>Group</b>	<b>Teacher</b>	<b>Department</b>
Year 3	Pedro Rey Biel	Economía, Finanzas y Contabilidad

---

### **Timetable Year 3**

From 2023/9/4 to 2023/11/20:

Each Monday from 17:30 to 20:00. (Except: 2023/9/11, 2023/9/25, 2023/10/23 and 2023/11/6)

<b>Group</b>	<b>Teacher</b>	<b>Department</b>
Year 4	Pedro Rey Biel	Economía, Finanzas y Contabilidad

---

### **Timetable Year 4**

From 2023/9/4 to 2023/11/20:

Each Monday from 17:30 to 20:00. (Except: 2023/9/11, 2023/9/25, 2023/10/23 and 2023/11/6)



## Business and Cinema (2235.YR.014127.1)

### GENERAL INFORMATION

**Type:** OPT    **Curs:** 3,4    **Period:** S semester

**ECTS Credits:** 2 ECTS

### Teaching Staff:

Group	Teacher	Department	Language
Year 3	Alex Fernández de Castro Krings	Sección Español	ENG

Group	Teacher	Department	Language
Year 4	Alex Fernández de Castro Krings	Sección Español	ENG

### PREREQUISITES

Before each session, students will have to watch a movie related to Business. Prior to session one, students will have to watch "The Social Network" (2010), by David Fincher

### PREVIOUS KNOWLEDGE

No previous knowledge about Cinema is necessary. During the course, students will become acquainted with some of the most celebrated business-related films.

### WORKLOAD DISTRIBUTION

Time required to watching all 6 movies, 10 hours aprox

Time required to contribute to all forums of discussion, 3 hours aprox

Time required to prepare for the group presentation: 5 hours aprox, including watching the movie, preparing slides, etc

Time required to write both final essays: 8 hours aprox

Total: 26 hours aprox

### COURSE CONTRIBUTION TO PROGRAM

The objective of this course is to provide a deeper understanding of Business and Cinema through some of the best business-related movies produced in the 20th and 21st Century. It also hopes to generate debate and critical thinking among students, through a fun and engaging method.

### COURSE LEARNING OBJECTIVES

To provide a deeper understanding of Business and Cinema through some of the best business-related movies produced in the 20th and 21st Century

### CONTENT

1.

#### 2. Course Syllabus

1. "The Social Network", by David Fincher (2010)
2. "The Assistant", by Kitty Green (2019)
3. "Priorat", a documentary by David Fernández de Castro (2016)
4. ¿Up in the Air? by Jason Reitman (2009)

5. ¿The Wolf of Wall Street¿, by Martin Scorsese (2013)

6. ¿You¿ve Got Mail¿, by Nora Ephron (1998) + ¿Cebra¿: insights from a short-film scriptwriter

---

## **METHODOLOGY**

A movie will have to be watched by all students before each session, so that they can contribute to its analysis in class.

During sessions, students will present as a group about one business-related movie, and we will discuss cinema or business related topics like:

- a) University models in the US and Europe. Cultural differences between Europe and the US
- b) Art vs entertainment in movies
- c) Cinema and morals
- d) Career paths and current trends in Business Schools: working as a consultant right after graduating from a Business School vs working for a big corporation
- e) Growing wine in Southern Catalunya + How to work efficiently with Spaniards: doing business across cultures
- f) Writing a film: insights from a a short-film scriptwriter

## **Assessment criteria**

Students will contribute to forums of discussion about all the movies watched in class. They will also present about a business-related movie not included in the syllabus. Finally, they will write 2 final essays: one about a Business-related movie, a second, shorter one, about main take-aways from the course.

Contributions to forums + group presentation: 40%

Final essays, 60%

## **TIMETABLE AND SECTIONS**

<b>Group</b>	<b>Teacher</b>	<b>Department</b>
Year 3	Alex Fernández de Castro Krings	Sección Español

---

### **Timetable Year 3**

From 2023/9/4 to 2023/10/30:

Each Monday from 17:30 to 20:00. (Except: 2023/9/11, 2023/9/25 and 2023/10/23)

<b>Group</b>	<b>Teacher</b>	<b>Department</b>
Year 4	Alex Fernández de Castro Krings	Sección Español

---

### **Timetable Year 4**

From 2023/9/4 to 2023/10/30:

Each Monday from 17:30 to 20:00. (Except: 2023/9/11, 2023/9/25 and 2023/10/23)



# Fundamentals of Sustainability and Circular Economy in a Holistic Context (2235.YR.014752.1)

## GENERAL INFORMATION

**Type:** OPT **Curs:** 3,4 **Period:** S semester

**ECTS Credits:** 5 ECTS

## Teaching Staff:

Group	Teacher	Department	Language
Year 3	Francesc Lozano Winterhalder	Ciencias Sociales	ENG

Group	Teacher	Department	Language
Year 4	Francesc Lozano Winterhalder	Ciencias Sociales	ENG

## COURSE LEARNING OBJECTIVES

- To understand the roots of the worldwide environmental crisis and its consequences
- To be aware of the solutions
- To clarify that acting at all levels (companies, public sector, private life) we need responsibility and opportunity at the same time
- To know what a sustainable business is, analyzing real cases
- To discover how to become an innovator and sustainable entrepreneur
- To know the worst problem, we are facing nowadays all over the world: Climate Change (What is this? Reasons, actions facing the problem, companies, energy, and Climate Change)
- To be familiar with the best tool we have to solve our planetary crisis, the Circular Economy
- To inform about the framework developed recently to transform our linear economies into circular, closing the loop
- To have knowledge of how to transform a company into circular (circular models), including case study
- To see a big panorama of sustainability including global factors, social and ethical aspects, including the fundamentals for the new future leaders.

## CONTENT

### 1. SUSTAINABILITY AS RESPONSIBILITY AND OPPORTUNITY

1.1. Is there an environmental crisis?

1.2. Environmental risk - BP case discussions - Nature is our mother but also our killer - Natural risk and consequences.

1.3. Why do we have a crisis?

1.4. The ecological footprint - Biodiversity and planet balance - Why is there important biodiversity? Health, food, biotechnology? - Ecosystems and business (externalities)

1.5. Are there any solutions for our environmental crisis? - The role of technology - The case Ford - Sustainable Business Models - Case analysis - Sustainable Innovation and entrepreneurship - Case analysis

### 2. SAVING ENERGY

2.1. Climate Change - Six Degrees, a National Geographic Report - Carbon Footprint - Climate vs. weather - The

Greenhouse

Effect - Reasons of our global warming and Climate Change - Consequences - Two key actions

2.2. What kind of energy do we need? - Renewable and not renewable sources of energy - Strategies in front of the energy challenges - The concept of negawatts - Global Energy Trends report

2.3. How do companies deal with climate change and the energy problem?

---

### 3. REDUCING IMPACTS

3.1. The strategy of the three "r": reducing, reusing, recycling

3.2. Workshop: from linear to circular - What is Circular Economy? - Towards a zero-waste world (Imitating nature)

3.3. The Circular Economy Action Plan (UE) - How to transform a company into circular? (AENOR Guide) - Circular models and successful cases

---

### 4. CONSIDERING VALUES AND WORLDWIDE FACTORS

4.1. Global aspects: "The Story of Stuff" (activity in groups)

4.2. Social perspective: Introduction to Sustainability Analytics - Creating Shared Value (M. Porter) - M. Porter in New York (short video) - Creating Sustainable and Pro-social Enterprise

4.3. Values - International Manager Behavior (Global and Sustainable Leadership, including ethical aspects) - Responsible consumption - Designing a Sustainable Financial System (Development Goals and Socio-Ecological Responsibility) - Deep roots of our environmental crisis - From a biological evolution to an ethical one - Towards a holistically sustainable development

---

### 5. FINAL WORK PRESENTATION

---

#### METHODOLOGY

- Lectures given by the teacher. These are illustrated with an important amount of audiovisual support material. In a word: master classes online (explanation of the basic theme)

- Workshop

- Going in depth in different fundamental matters and case analysis, as homework. These studies will be done in general in groups and will be presented in class for discussion and comment.

#### Assessment criteria

The assessment will be continuously, considering the different types of activities, ensuring a balanced contribution of each one to the evaluation: attendance (30%) and home/class work presentation (40%) - Final work presentation (30%).

#### BIBLIOGRAPHY

The bibliography and references will be presented at each session.

#### TIMETABLE AND SECTIONS

Group	Teacher	Department
Year 3	Francesc Lozano Winterhalder	Ciencias Sociales

---

#### Timetable Year 3

Group	Teacher	Department
Year 4	Francesc Lozano Winterhalder	Ciencias Sociales

---

#### Timetable Year 4



## 0431 Marketing for Emerging Markets – Syllabus Winter Semester 2024

### Instructors

Sandra Awanis

### Contact details

s.awanis@lancaster.ac.uk

### Dates

tba

tba

tba

Online Unit

### Contents

This course is designed to provide students with an in-depth understanding and appreciation for the emerging markets and its consumers. The module delivers research-led, contemporary discussions on how emerging markets become the biggest drivers of the changing global economic reality under which multinational corporations now operate. The module will also provide opportunities for detailed investigations on selected emerging market regions, including Southeast Asia, the Middle East, South Americas and Eastern Europe.

### Learning outcomes

On completion of the module, students are expected to:

- Identify the various characteristics of emerging markets and how they may differ from the developed markets counterparts
- Understand the challenges and opportunities that marketers face when they operate in emerging markets, and assess the potentials of emerging markets for market entry
- Critically evaluate the applicability of international marketing theories within the context of emerging markets
- Formulate viable strategic marketing plans for firms that are both operating and seeking to operate within the emerging markets' business environment
- Develop advanced skills in oral communication through class participations and group presentation; and further critical skills through individual research and reflective exercises

### Attendance requirements

Please note that the first and last session are mandatory. If you do not attend the first session, you will be de-registered from the course. In order to obtain a grade for the course, students must attend at least 80% of the course. An absence of 4 hours (1 session) is permitted.

### Teaching/learning method(s)

This course will be imparted through:

- Interactive lectures will focus mainly on theory. However, a strong emphasis is placed on student research and participation in class discussions.
- Case studies (text and video formats) will encourage students to apply theory to real-life situations faced by firms operating in emerging markets. -

## Assessment

### • Individual class attendance and participation (20%)

Students will be assigned a set of questions to answer in relation to the case studies and daily essential readings. This makes class discussion more substantial and enables students to obtain marks for class participation. Students must prepare ahead of class to ensure higher performance.

### • Group presentation (30%)

Students will be working in groups (4-5 persons in each group) to present a marketing plan to launch an Austrian product in China. Products may include one of the following:

- Manner Wafers
- Swarovski
- Julius Meinl Coffee
- Vienna Philharmonica

There are a number of key points you must pay attention to as you prepare your presentations:

1. The presentations will last 25 minutes, with an additional 10 minutes dedicated to questions and discussion around the topic. The presenting team will be assessed on the basis of their presentation and the quality of their responses to questions.
2. The format of the assessed presentation is entirely up to you but must be interactive – be as creative as you like, but you must ensure you cover the main theoretical material and demonstrate its application/use in marketing practice in emerging markets. You could also show videos or introduce other relevant activities. Use your imagination to bring your topic to life in a thoughtful way. You will be assessed on this aspect of the presentation.
3. All presentations must be using Microsoft Powerpoint only, and you must submit your slides to your tutor before your presentation.
4. Free riders will not be tolerated. A formal peer evaluation process will be introduced in cases where there an individual fails to display collaborative competence to achieve group objectives

### Individual essay (50%)

Students are required to produce a 2000-words individual essay on the following:

'Superior marketing in emerging market is all about tapping into the most affluent tier of customers in emerging-market-cities such as Delhi, Shanghai, Rio de Janeiro and Moscow.'

Critically discuss this statement in the light of relevant academic literatures and your own reflections of the group presentation.

Key points to note in relation to the essay:

1. Information as to when the essay is due will be announced in due course. Please submit your Microsoft Word document to [s.awanis@lancaster.ac.uk](mailto:s.awanis@lancaster.ac.uk) and [imm@wu.ac.at](mailto:imm@wu.ac.at)
2. In order to answer the question fully, you must provide a discussion using the academic literature. You are expected to build on your presentation work, but to also find additional material, e.g., news report, statistical information from databases.
3. You are expected to integrate both academic and non-academic sources where appropriate.
4. The word limit is 2000 words. There will be penalties for essays exceeding this word limit.
5. Essays must conform to the following format: Times New Roman Font; 12 point font; double spaced; Margins 2.5 cm; page number at the bottom; no other headers or footers.
6. No extensions will be allowed for the submission of coursework except in the case of certified illness or another substantial cause.

**Total 100%**

**Recommended Readings:**



Nirmalya K. & Steenkamp, J-B., (2013) Brand Breakout: How Emerging Market Brands Will Go Global.

Tarun Khanna and Krishna G. Palepy (2010) Winning in Emerging Markets: A Road Map for Strategy and Execution.

Cavusgil, S. T., Ghauri, P. and Akcal, A. (2013) Doing Business in Emerging Markets.

Dawar, N. and Chattopadhyay, A., (2002) Rethinking Marketing Programs for Emerging Markets, Long Range Planning, 35(5) 457-474.

London, T. and Hart, S.T., (2004) Reinventing Strategies for Emerging Markets: Beyond the Transnational Model, Journal of International Business Studies, 35(5) 35-370.

Sheth, J., (2011) Impact of Emerging Markets on Marketing: Rethinking Existing Perspectives and Practices, Journal of Marketing, 75(4), 166-182.

**Databases**

Global Insight (Euromonitor International) – [www.euromonitor.com](http://www.euromonitor.com)

Global Edge (Michigan State University) – [www.globaledge.msu.edu](http://www.globaledge.msu.edu)

The cases for this course will be available to buy at the IMM Institute prior to course begin, you will be notified by e-mail beforehand. Please read them before the course starts!

## 0276 International Supply Chain Operations – Syllabus Winter Semester 2024

### Instructors

Dipl.-Vw.Dr. Hans-Joachim Schramm

### Contact details

hschramm@wu.ac.at

### Dates

tba

Hybrid, for ECOL  
students: online

### Contents

This elective course is about managing supply chains outlining operational aspects of transportation, logistics and supply chain management on a global level. A focus will be placed on the trade environment, export/import regulations, customs management, and trade facilitation. Furthermore, an introduction into trade management, including contracting issues, documentary paperwork, Incoterms® as well as means and modes of payment including the impact of digitization and digitalization is provided. Moreover, an insight into the highly relevant subjects of risk, security, and compliance management is given. The course will finish with the topic of transport management that includes organization of international good movements and multimodal transport operations. The course is held in six sessions structured as follows:

- Trade Environment: Legal framework of trade and export/import regulations
- Customs Management: Customs practices and trade facilitation
- Risk, Security, and Compliance Management
- Trade Management: Contracting issues, trade terms (esp. Incoterms 2020) and terms of payment
- Transport Management: Organization of international good movements
- Wrap-up: Process Models and Transport Management Issues
- This sequence of sessions may change due to availability of lecturers.

### Learning outcomes

At the end of this course, students should have knowledge in actual trade practice, including contracting, customs procedures and documentary paperwork, means and modes of payment, transport management as well as risk, security, and compliance management issues. This enables them to plan successfully shipping and handling for international goods movements in concordance with the present European Union legal environment and critically evaluate supply chain risk, security and compliance management issues therein.

### Attendance requirements

Attendance of minimum 80% (or 5/6 sessions) is mandatory. This is also valid when we switch to online live mode.

## Teaching/learning method(s)

Teaching will be in synchronous hybrid mode: a mixture of class room teaching and remote online sessions (via ZOOM) in parallel. Only if absolutely necessary this class would switch to full distance mode. Even in the remote format, the sessions will take place within the announced time slots.



## Assessment

Assessment of the performance of the students takes place through

- Remote Take Home Exam (60%)
- Midterm exam in form of single choice questions (20%)
- Individual Assignment as home work (20%)

Grading scale is as follows:

Excellent (1):	90.0% - 100.0%
Good (2):	75.0% - <90.0%
Satisfactory (3):	62.5% - <75.0%
Sufficient (4):	50.0% - <62.5%
Fail (5):	<50.0%

Prerequisite for passing the course: minimum performance of 60% in the Remote Take Home Exam.

## Readings

David Pierre A. (2021): International logistics: the management of international trade operations.

## 2352 Strategic Leadership– Syllabus Winter Semester 2024



### Instructors

Barbara Schachermayr-Sporn, Ana Godonoga

### Dates

Day	Date	Time	Room
tba	tba	tba	Online
tba	tba	tba	Online
tba	tba	tba	Online
tba	tba	tba	Online
tba	tba	tba	Online

### Contents

Building on the content of “Strategic Management and Strategic Leadership”, the “Strategic Leadership” course starts with a brief introduction to the fundamental theories and concepts of Strategy and Leadership. The course, however, focuses more in-depth on concepts and theories of strategic leadership. In this regard, key aspects, including the essence and scope of strategic leadership, the role, characteristics and experience of executives and their relationship to organizational outcomes are discussed. The course also presents different approaches to business-level and global strategies and reflects on their implications for strategic leaders.

### Learning outcomes

Students who have passed this course successfully are able to:

- explain the role of strategy, strategic management and strategic leadership in an organization;
- distinguish between different types of leadership;
- understand the influence of situations on leader behavior;
- understand how cultural contexts influence leader behavior;
- recognize the importance of leadership training and development in organizations;
- describe the two generic business strategies, understand their differences and their implications for strategic leaders;
- assess the drivers that shape global strategies and their implications for strategic leaders.

In addition, students will hone their communication and presentation skills through interactive group assignments. By the end of the course, students will be able to systematically apply concepts and theories of strategic leadership through in-depth analysis of case studies. By working hands-on on real case scenarios, students will be able to understand the application of theory to practice.

### Assessment

- Take-home exam: 20 points
- Learning diary and peer grading: 10 points
- Group assignments: 30 points
- Final exam: 40 points

Excellent (1)	90% - 100%
---------------	------------

Good (2)	80% - 89%
Satisfactory (3)	70% - 79%
Sufficient (4)	60% - 69%
Fail (5)	<60%

## Attendance requirements

Attendance in all sessions is mandatory. Unexcused absence results in failing the class. The last two-hour session in the schedule is reserved for the final exam. All students must attend the first class on time!

## Teaching / learning methods

The course involves a variety of teaching methods including lectures, in-class discussions, case studies, reading assignments, group assignments and oral presentations. This pedagogical approach aims to enhance students' learning and knowledge of the subject, as well their presentation, expression and teamwork skills, which are highly relevant in the labor market. The content and structure of the course are based on the textbooks "Strategic Management", by Frank T. Rothaermel, and "Leadership in Organizations", by Gary Yukl and William L. Gardner III. These textbooks cover fundamental aspects of modern strategic management and strategic leadership. They are available at the WU library.

## Recommended previous knowledge and skills

One assessment component of this course is a take-home case application which draws on the material taught in Strategic Management and Strategic Leadership. Students are therefore strongly advised to familiarise themselves with the fundamentals of strategic management and strategic leadership (definition and types of strategies, external analysis of industry structure, internal analysis of a firm's core competencies, competitive advantage and firm performance, and definitions of leadership). Please refer to Chapters 1-5 (Rothärmel, Frank T. (2021). Strategic management, 5th ed.) and Chapters 1-2 (Yukl, Gary A./Gardner, William L. (2020). Leadership in organizations, 9th ed.) for an overview of fundamentals of strategic management and strategic leadership.

## Readings

Please log in with your WU account to use all functionalities of read!t. For off-campus access to our licensed electronic resources, remember to activate your [VPN connection](#). In case you encounter any technical problems or have questions regarding read!t, please feel free to contact the library at [readinglists@wu.ac.at](mailto:readinglists@wu.ac.at).

## 1139 International Business Strategy – Syllabus Winter Semester 2024/25

### Instructors

Univ.Prof. Dr. Alexander Mohr

### Contact details

[amohr@wu.ac.at](mailto:amohr@wu.ac.at)

### Dates

Day	Date	Time	Room
tbc	tbc	tbc	Online

### Contents

The international expansion of their operations is central for the survival of an increasing number of firms. This international expansion poses novel challenges for firms and requires them to rethink their existing strategy and develop strategies for their international business operations. In this module we will analyse both the strategies used when expanding overseas as well as the strategies that can be used to operate and develop and existing network of international operations.

### Learning outcomes

Upon successful completion of this course you will:

1. Become aware of the various types of international strategies available to internationally operating firms
2. Be able to recognize how particular characteristics of firms and their environments affect the choice and implementation of international business strategies.
3. Develop the skills needed for solving the challenges faced by firms when considering different international business strategies and their implementation in a dynamic environment
4. Demonstrate improved quantitative research skills.
5. Demonstrate improved critical thinking and problem solving skills.
6. Improve communication skills necessary for effective team performance.

### Attendance requirements

It is expected that students participate in the introduction section, as well as the individual and group coaching sessions.

### Teaching/learning method(s)

This course is comprised of online sessions, lecture casts for self-study, individual research and a team research project. This module will take place online. All course documents, assignments, lecture casts, etc. will be posted on the course website on Learn@WU.

### Assessment

Assessment will be based on both individual and team performance.

Assignments with percent of total grade:

- Individual Essay 1: 25% (on the international operations of a self-selected multinational)
- Individual Essay 2: 25% (on the effects that the Covid-19 pandemic has had on a self-selected multinational)
- Team presentation: 50%



### **Availability of lecturer(s)**

I will be available for meetings via MS Teams by prior appointment, e-mail address:  
[amohr@wu.ac.at](mailto:amohr@wu.ac.at)