



COURSE SYLLABUS

Project	Center of Excellence in European Studies in Business, Economics and Finance (CEESBEF)
Title	European Studies in Business: Focus on Digitalisation and Sustainability
Structure	30 teaching hours (TH), out of them 20 TH of Lectures and 10 TH of Seminars

PROFESSOR INFORMATION

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COURSE PRE-REQUISITES, CO-REQUISITES, AND/OR OTHER RESTRICTIONS

Course is read at the advanced level for the bachelor students. Students are supposed to have a prior knowledge of main concepts related to the strategic activities of organizations operating at the domestic level. Building upon this knowledge, this course applies the relevant concepts in the context of EU business practices with focus on the emerging topics of digitalisation and sustainability.

COURSE DESCRIPTION

The goal of this course is to familiarize students with a broad range of theoretical and practical perspectives on the digitalisation and sustainability as understood and applied in the discussion of European Business.

Throughout the course the students are expected to develop theory-based skills in evaluating the opportunities and threats in the complex modern environments dominated by international firms, in analyzing the challenges faced by the firms, and in bringing up the solutions in the form of the

international competitive strategies. They should also be able to identify appropriate approaches towards the digitalisation in enterprises from different industries. The issues of both environmental and social



sustainability should be clearly understood and analysed using the experienced and benchmark examples at the macro, but more specifically at the micro-level of the firm.

The core feature of this course is a strong focus on the link between theoretical concepts learnt during the lectures and their practical applications in the real world environments by real firms. In order to highlight this link, the theoretical concepts are being consistently explained using the multiple examples of EU companies currently operating in the global environment.

Even more importantly, during the course the students are supposed to work in small groups on the business cases illustrating the challenges and opportunities related to the challenges and opportunities offered by the demands of digitalisation and calls for sustainable operations in the EU environment. Working through the histories of internationally well-known EU companies, analyzing the reasons for their failures and successes, students can use their knowledge in order to test the applicability of theoretical concepts and come with viable and scientifically-based solutions for the future.

The course is delivered primarily through lectures. Discussions of the specific sub-topics as well as the preparation and presentations of business cases are going to be conducted within the Seminars. Each student is strongly encouraged to participate in the class discussions. Additional questions for in-class debates are provided in the Academic calendar below. Classroom participation, both during lectures and seminars, is an important part of evaluation. A suggestion to read the assigned material from the reference books and articles, and to express opinions, comments, and insights relative to the discussion topic is to be made.

MAIN TEXTBOOKS AND MATERIALS

Required Readings:

JOHNSON, D., & TURNER, C. (2016). European business. London: Routledge.

CLARKE, T., & CHANLAT, J. F. (2009). European Corporate Governance: readings and perspectives. London: Routledge.

MANDL, I., & PATRINI, V. (2018). European born globals: job creation in young international businesses. Abingdon, Oxon: Routledge.

PENG, M. W. (2014). Global strategic management. Third edition, International edition. South-Western Cengage Learning.

Additional Readings:

CAVUSGIL, S. T., KNIGHT, G., & RIESENBERGER, J. R. (2014). International business: The new realities. Harlow, Pearson Education Limited.

DAFT, R. L. (2016). Organization theory & design. Boston, MA Cengage Learning

Other Materials: Other class materials such as lecture slides and handouts are to be made available before the actual start of the classes / particular sessions. Multiple links to key policy documents are provided in the course academic calendar below.



ACADEMIC CALENDAR

Lecture Session 1	3 TH
Topic	General Introduction of the Course. GLOBALIZATION AND INTEGRATION: EUROPEAN PERSPECTIVE
Reference Chapters: In Johnson and Turner (2016)	Chapter 1. A Portrait of Europe Chapter 5. The Single European Market: Towards A New Phase of Market Integration
In Peng (2014)	Chapter 1: Strategy Around the Globe
Special Lecture Focus	<ul style="list-style-type: none"> • Contemporary Europe • European Social Models • Europe's Competitiveness • European Business and The Single Market
Sources for Advanced In-Class Debate	<ul style="list-style-type: none"> - Challenges of Globalization: Role of A Long-Term Growth Strategy for Europe (Europe 2020) - Running a business in Europe: https://europa.eu/youreurope/business/index_en.htm - The EU in brief: http://europa.eu/abc/index_en.htm - Europe's information society and digital market: http://ec.europa.eu/information_society/index_en.htm - The Eurobarometer (public opinion): http://ec.europa.eu/COMMFrontOffice/publicopinion/index.cfm - SMEs in the EU – EASME: https://ec.europa.eu/easme/en - EU economic forecasts by group, euro-area, country: https://ec.europa.eu/info/business-economy-euro/economic-performance-and-forecasts_en - The Schengen area and cooperation: http://ec.europa.eu/home-affairs/what-we-do/policies/borders-and-visas/schengen_en - EFTA: www.efta.int/legal-texts/efta-convention - "White Paper on the Future of Europe": https://ec.europa.eu/commission/sites/beta-political/files/white_paper_on_the_future_of_europe_en.pdf
Lecture Session 2	4 TH
Topic	COMPETITION POLICY AND ITS ROLE IN PROMOTING DIGITALISATION AND SUSTAINABILITY AGENDA



Reference Chapters: In Johnson and Turner (2016)	Chapter 2. European Business: Structure and Performance
Special Lecture Focus	<ul style="list-style-type: none"> • The Performance of Europe: Competitiveness and Growth • Margrethe Vestager The future of EU merger control Speech on 11 September 2020 at the International Bar Association 24th Annual Competition Conference https://ec.europa.eu/commission/commissioners/2019-2024/vestager/announcements/future-eu-merger-control_en
Sources for Advanced In- Class Debate	<ul style="list-style-type: none"> - <i>Sol Trumbo Vila and Matthijs Peters. The Privatising Industry in Europe. Transnational Institute. Amsterdam, February 2016</i> - Significant change in european commission merger control policy: pharma and digital deals to face uncertainty and additional scrutiny in europe . Gibson Dunn. April 2, 2021 https://www.gibsondunn.com/wp-content/uploads/2021/04/significant-change-in-european-commission-merger-control-policy-pharma-and-digital-deals-to-face-uncertainty-and-additional-scrutiny-in-europe.pdf - Statement by Executive VP Vestager following today's Court judgment on the Apple tax State aid case in Ireland (15 July 2020 Brussels) https://ec.europa.eu/commission/presscorner/detail/en/STATEMENT_20_1356 - Statement by Executive VP Vestager on the Commission's decision to appeal the General Court's judgment on the Apple tax State aid case in Ireland (25 September 2020 Brussels) https://ec.europa.eu/commission/presscorner/detail/en/STATEMENT_20_1746
Seminar Session 1	2 TH
	Discussion of Material Learned in the Lecture Sessions 1&2. Case Analysis
Special Focus (Examples of Cases)	<ul style="list-style-type: none"> - Commission clears acquisition of GrandVision by EssilorLuxottica, subject to conditions https://ec.europa.eu/commission/presscorner/detail/en/IP_21_1348 - Commission approves the merger of Fiat Chrysler Automobiles N.V. and Peugeot S.A., subject to conditions https://ec.europa.eu/commission/presscorner/detail/en/IP_20_2506 - Statement by Executive VP Vestager on announcement by Air Canada and Transat to withdraw from proposed merger



	<p>https://ec.europa.eu/commission/presscorner/detail/en/STATEMENT_21_1562</p> <ul style="list-style-type: none"> - Commission fines Valve and five publishers of PC video games € 7.8 million for “geo-blocking” practices <p>https://ec.europa.eu/commission/presscorner/detail/en/IP_21_170</p>
Lecture Session 3	4 TH
Topic	EUROPEAN INDUSTRIAL STRATEGY
Reference Chapters: In Johnson and Turner (2016) In Peng (2014)	Chapter 7. Promoting Structural Change: EU Industrial and Enterprise Policy Chapter 6. The Entrepreneurial Firm
Special Lecture Focus	<ul style="list-style-type: none"> • The Nature of Industrial Policy • European Union Enterprise Policy • The Nature of Entrepreneurship • Themes in EU Enterprise Strategy
Sources for Advanced In-Class Debate	<ul style="list-style-type: none"> - A new Industrial Strategy for a globally competitive, green and digital Europe. EC. March 2020. https://ec.europa.eu/info/strategy/priorities-2019-2024/europe-fit-digital-age/european-industrial-strategy_en#documents - A European Industrial Strategy. A new Industrial Strategy for a globally competitive, green and digital Europe. EC. March 2020. https://ec.europa.eu/info/strategy/priorities-2019-2024/europe-fit-digital-age/european-industrial-strategy_en#documents - General Principles Of Eu Industrial Policy. Fact Sheets on the European Union – 2021. www.europarl.europa.eu/factsheets/en
Seminar Session 2	2 TH
	Discussion of Material Learned in the Lecture Session 3.
Special Seminar Focus	<ul style="list-style-type: none"> - Recent trends: worldwide value added in manufacturing value chains. - Marschinski, R. et al., <i>EU Competitiveness: Recent Trends, Drivers, and Links to Economic Policy</i>, EUR 30571 EN, Publications Office of the European Union, Luxembourg, 2021, ISBN 978-92-76-28950-0, doi:10.2760/856014, JRC123232.) - Competitive problems facing the EU industry – technology in focus



	<ul style="list-style-type: none"> - Industry 5.0. Towards a sustainable, human-centric and resilient European industry. R&I Paper Series Policy Brief European Commission Directorate-General for Research and Innovation, 2021 - Competitive problems facing the EU industry – entrepreneurship in focus
Lecture Session 4	4 TH
Topic	EUROPEAN DIGITAL STRATEGY
Reference Chapters: In Johnson and Turner (2016)	Chapter 13. A Digital Agenda for Europe: Creating The Inclusive Information Economy
Special Lecture Focus	<ul style="list-style-type: none"> • The Information Revolution and International Competitiveness • A Digital Agenda for Europe • Challenges to The Creation of the European Information Society • Virtual Structures for The Future?
Sources for Advanced In-Class Debate	<ul style="list-style-type: none"> - 2030 Digital Compass: the European way for the Digital Decade https://eur-lex.europa.eu/resource.html?uri=cellar:12e835e2-81af-11eb-9ac9-01aa75ed71a1.0001.02/DOC_1&format=PDF - Who is prepared for the new digital age? Evidence from the EIB Investment Survey. European Investment Bank, 2020. https://www.eib.org/attachments/efs/eibis_2019_report_on_digitalisation_en.pdf
Seminar Session 3	3 TH
	Discussion of Material Learned in the Lecture Session 4.
Special Seminar Focus	Digital EU: How to measure? Digital Economy and Society Index https://ec.europa.eu/digital-single-market/en/digital-economy-and-society-index-desi
Lecture Session 5	4 TH
Topic	EUROPEAN SUSTAINABILITY STRATEGY
Reference Chapters: In Johnson and Turner (2016) In Peng (2014)	Chapter 12. EU Environment Policy: A Green Light for Competitiveness? Chapter 12. Corporate Social Responsibility



Sources for Advanced In-Class Debate	<ul style="list-style-type: none"> - UN's 2030 Agenda, adopted by world leaders in 2015, represents the new global sustainable development framework and sets 17 Sustainable Development Goals - Communication on a European Green Deal: - Communication on the Annual Sustainable Growth Strategy 2020 - Communication on the Green Deal Investment Plan: - Proposal establishing Just Transition Fund. - Communication on a Strong Social Europe for Just Transitions. - Communication on Shaping Europe's Digital Future. - Proposal to put into law the objective to make the EU climate neutral by 2050. - Communication on a Union of Equality: Gender Equality Strategy 2020-2025. - A new Circular Economy Action Plan for a cleaner and more competitive Europe. - Communication on an EU Biodiversity Strategy for 2030. - Communication on a Farm to Fork Strategy for a fair, healthy and environmentally friendly food system. - Joint Communication and the EU Action Plan on Human Rights and Democracy for 2020-2024. - Communication on European Skills Agenda for sustainable competitiveness and social fairness and resilience. - Communication on Stepping up Europe's 2030 climate ambition: Investing in a climate-neutral future for the benefit of our people.
Special Focus	<ul style="list-style-type: none"> • European Business and The Environment • Evolution of EU Environmental Policy • The Expanding Range of European Environmental Policy
Seminar Session 4	3 TH
	Final Discussion of Material Learned in the Course. Final Case Analysis. Feedback.
Lecture Sessions 6	1 TH
Topic	FINAL EXAM



GRADING POLICIES

Grading Formula

15% - Participation and in-class assignments

35% - Business Case Analysis

50% - Final Exam

(closed books, written form, open-end questions, extended analysis with examples)

- Students need over 50% of the score for the Final Exam in order to get a positive overall grade
- Minimum attendance requirement - 85% of classes.

Case Study Analysis

Case studies will be assigned to the teams of up to 5 students (depending of the overall size of the class) during the first session. Each group should download only one case assigned to it from the Harvard Business Publishing platform. The link will be provided during the second session.

The grading of the Business Case Presentation is a combination of:

- Average of students' individual anonymous evaluations - 50%
- Lecturer's evaluation - 50% - which is based on the following criteria:
 1. Clarity and structure of the presentation of the general context and main question of the case study.
 2. Clarity of the link between practical problem set in the case and theoretical concept used for finding the solution.
 3. Use of proper sourcing in the argumentation (both the case text itself and additional resources if necessary)
 4. Creativity in presenting the discussion in order to win the interest of the audience.

Each presentation group has about 20 minutes for the presentation and 10 minutes for the discussion.

COURSE POLICIES

- *Students are required to arrive in class in time.*
- *If students must leave class earlier, they should let the professor know beforehand.*
- *The assignments should be submitted in due time: late submissions are not going to be accepted.*
- *Students are recommended not to use phones during the sessions (also for texting).*
Participation is strongly encouraged!
- *If there are questions, problems, concerns, students are welcome to discussed them with professor either personally or via email.*