

# course booklet

Summer School 2024



## COURSES

The Digital Flow: How to sustainably design digital processes and future proof supply chains  
Entrepreneurship  
International Marketing  
Financing Entrepreneurial Ventures  
Innovation & Entrepreneurship in the Service Sector  
Innovation Strategy  
Introduction to International Business  
Organizational Development in Change  
Next Generation Leaders – Challenges in Family Firms  
Data Science - An Overview

# Course description

Winter & Summer Schools

## GENERAL DATA

Course Unit Title	The Digital Flow: How to sustainably design digital processes and future proof supply chains		
Module			
Course Unit Code	IFLV6598	Type of Course Unit	ILV
Level of Course Unit	Bachelor	Year of Study	
Semester	Spring 2024	ECTS Credits allocated	3

## SPECIAL INFORMATION

Name of Lecturer	FH-Prof. Dr. Reinhard Bernsteiner, Arno Rottensteiner, BA MA
Objective of the Course (Learning Outcomes)	<p>Through your active participation in this course, you will reach the following learning objectives and goals. You</p> <ul style="list-style-type: none"><li>• know how to identify and manage relevant business processes</li><li>• know how to model and describe digital processes in a standardized way</li><li>• can critically reflect on current challenges in process management</li><li>• know the central terms and concepts of operations and supply chain management.</li><li>• have an understanding of different sourcing and production processes, their specific characteristics and their application in business</li><li>• know the central functions of logistics, especially in the context of a supply chain</li><li>• have an understanding on sustainability in logistics and operations management</li></ul>
Course Contents	• How to manage digital processes • Process Identification and Modeling • Process Analysis • Process Simulation game • Introduction to Supply Chain Management • Operations Management • Supply and Inventory Management • Sustainability in Supply Chain Management
Recommended Reading	Details will be provided in the respective course sections
Planned Learning Activities and Teaching Methods	The course comprises an interactive mix of lectures, discussions and individual and group work.
Assessment Methods and Criteria	Case Study
Language of Instruction	English

	studies, games, and exchange with experts. Class participation is compulsory both in individual and group activities, which encourages creative thinking and 'learning by doing'. The lecturer will act as input provider but also facilitator.
<b>Recommended Reading</b>	Blank, S. (2013). Why the Lean Start-Up Changes Everything. Harvard Business Review, 91(5), 64. <a href="http://doi.org/10.1109/Agile.2012.18">http://doi.org/10.1109/Agile.2012.18</a> Byers, T. H., Dorf, R. C., & Nelson, A. J. (2014). Technology ventures: from idea to enterprise. New York: Mc Graw Hill. Dollinger, M. J. (2008). Entrepreneurship: Strategies and resources (4th ed.). Lombard, Ill: Marsh GEM (Global Entrepreneurship Monitor) (2022). Global Entrepreneurship Monitor 2021/2022 Global Report: Opportunity Amid Disruption. London: GEM. Johnson, M. W., Christensen, C. M., & Kagermann, H. (2008). Reinventing your business model. Harvard business review, 86(12), 57-68. Neck, H. M., Neck, C. P., & Murray, E. L. (2019). Entrepreneurship: The practice and mindset. Sage Publications.
<b>Planned Learning Activities and Teaching Methods</b>	The course comprises an interactive mix of lectures, discussions and individual and group work.
<b>Assessment Methods and Criteria</b>	<ol style="list-style-type: none"> <li>1. In class participation, preparation and follow-up processing (20%).</li> <li>2. Project Work (80%) – Interview with an Entrepreneur: <ul style="list-style-type: none"> <li>o 50% Assignment (Paper)</li> <li>o 50% Presentation</li> </ul> </li> </ol>

# Course description

Winter & Summer Schools

## GENERAL DATA

Course Unit Title	Entrepreneurship		
Module			
Course Unit Code	IFLV6589	Type of Course Unit	ILV
Level of Course Unit	Bachelor	Year of Study	
Semester	Spring 2024	ECTS Credits allocated	3

## SPECIAL INFORMATION

Name of Lecturer	Ass. FH-Prof. Mag. Desiree Wieser, PhD
Objective of the Course (Learning Outcomes)	<p>This module aims to provide students with a core understanding of entrepreneurship, theory and practice through a blend of theoretical and collaborative learning activities:</p> <ol style="list-style-type: none"><li>1) Students understand the fundamentals and current concepts of entrepreneurship.</li><li>2) Students learn methods for systematically planning entrepreneurial activities.</li><li>3) Students practice methods for systematically planning entrepreneurial activities.</li><li>4) Student learn from entrepreneurs and can reflect on failures and achievements of them by interacting with entrepreneurs</li></ol>
Mode of Delivery	blended learning
Course Contents	<p>In this course, students have the opportunity to learn the fundamentals of entrepreneurship through the application of theoretical and practical methods and embark on a transformative journey to develop and discover entrepreneurial mindsets, skills, and tools. Therefore, this course is suitable for both graduate and undergraduate students. After a brief introduction and definition of entrepreneurship, exposing some common myths and talking about the different types of entrepreneurship, we will focus on opportunities. While learning more about the entrepreneur, entrepreneurial skills and mindsets, students will understand how to create and find opportunities. In a next step, they will recognize how those opportunities can be evaluated and how we can take advantage of them. To do so we will explore business models and look into business planning. Finally, by highlighting the importance of teams, talking about financing and intellectual property issues, addressing also failure, the topic of resourcing opportunities will be covered. Practical examples will be used to support the content transfer at different stages throughout the learning path. In the final assignment, students will have the opportunity to connect with a real-world entrepreneur by interviewing him/her. Exploring an individual entrepreneur's career path, will provide students with a chance to learn from experience and reflect on the learnings of others to further develop their entrepreneurial skills and mindsets. The content is structured as follows: • Myths of Entrepreneurship: what is entrepreneurship? • Types of Entrepreneurship • The Entrepreneur &amp; Entrepreneurial Skills • Ideas &amp; Opportunities: Mindset, Self-Leadership, Creativity, Idea Generation, Opportunity Recognition, Experimenting • Business Models • Business Planning &amp; Funding • Entrepreneurial Ecosystem • Failure • Interview with an Entrepreneur The course uses interactive and practice-based learning methods, including discussions, group works, cases</p>

Teaching Methods	Planned learning activities and teaching methods - Lecture, Case Studies, Project-Based Learning
Assessment Methods and Criteria	Short projects (4) and exam.

# Course description

Winter & Summer Schools

GENERAL DATA			
Course Unit Title	International Marketing		
Module			
Course Unit Code	IFLV6512	Type of Course Unit	ILV
Level of Course Unit	Bachelor	Year of Study	
Semester	Spring 2024	ECTS Credits allocated	3
SPECIAL INFORMATION			
Name of Lecturer	Rene Dentiste Mueller, Ph.D.		
Objective of the Course (Learning Outcomes)	The objectives of the course are to have students: 1) have a raised consciousness of the importance of viewing international marketing management strategies from a global perspective; 2) learn fundamental principles and theories of international marketing; and 3) develop professional skills needed for identifying and analysing important cultural and environmental uniqueness of any nation or global region.		
Mode of Delivery	face-to-face		
Course Contents	Scope and Challenge of International Marketing- globalization and population trends, rational of internationalization, and emerging markets New trends such as green marketing, corporate social responsibility and social media. The International Marketing Environment different context (political and economic environments, cultures, norms, laws). Multinational trade agreements and strategies related to products, pricing, logistics, and integrated marketing communications and explored. The courses will examine international marketing and marketing decisionmaking by focusing on country differences and how managers develop strategies for coping. Emphasis is placed on marketing techniques and methods of expanding participation in foreign markets. Daily quizzes will be given on assigned readings Global vs International Strategies Consumer attitudes towards foreign products International Marketing Environment (economic, political, legal, cultural, demographic, infrastructure differences) Intellectual Property Rights Product adaptations and international standards brands and logos Pricing for international markets distribution trends and gray markets Cross-cultural marketing communications		
Recommended Reading	Mueller: Levitt, T (1983) The Globalization of Markets by T Levitt. Harvard Business Review (1983) May-June Ghemawat, P ((2001) Distance Still Matters, Harvard Business Review, Sept. <b>QUICK READINGS</b> <ul style="list-style-type: none"> <li>• The Global Hallal market</li> <li>• Local vs Global Brands</li> <li>• Bottom of the Pyramid</li> <li>• Should You Care about Country of Origin Impact?</li> <li>• How Ikea Tweaked its products</li> <li>• Why Oakley's "Asian fit" sunglasses aren't racist, just science</li> <li>• For Brands Moving to Asia, Ensure Sizing Isn't Lost in translation</li> <li>• Mercedes Sprinter Van</li> </ul>		
Additional Literature	Cateora and Graham (any edition) International Marketing , McGraw Hill: New York		
Planned Learning Activities and			

# Course description

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## GENERAL DATA

Course Unit Title	Financing Entrepreneurial Ventures		
Module			
Course Unit Code	IFLV6629	Type of Course Unit	ILV
Level of Course Unit	Bachelor	Year of Study	
Semester	Spring 2024	ECTS Credits allocated	3

## SPECIAL INFORMATION

Name of Lecturer	Larry Cox
Objective of the Course (Learning Outcomes)	
Mode of Delivery	face-to-face
Course Contents	
Recommended Reading	
Planned Learning Activities and Teaching Methods	The course comprises an interactive mix of lectures, discussions and individual and group work.

Journal of Business Research, 69(8), 2863-2872. Witell, L., Gebauer, H., Jaakkola, E., Hammedi, W., Patricio, L., & Perks, H. (2017). A bricolage perspective on service innovation. Journal of Business Research, 79, 290-298.

**Planned Learning Activities and Teaching Methods**

The course comprises an interactive mix of lectures, discussions and individual and group work.

**Assessment Methods and Criteria**

Exam

# Course description

Winter & Summer Schools

## GENERAL DATA

Course Unit Title	Innovation & Entrepreneurship in the Service Sector		
Module			
Course Unit Code	IFLV6593	Type of Course Unit	ILV
Level of Course Unit	Bachelor	Year of Study	
Semester	Spring 2024	ECTS Credits allocated	3

## SPECIAL INFORMATION

Name of Lecturer	Vincent Magnini, PhD
Objective of the Course (Learning Outcomes)	Within the context of entrepreneurial firms, the overarching purpose of this course is to improve students' ability to generate and implement innovative concepts within service sector industries to enhance competitiveness. More specifically, the objectives are to apply innovation to: 1) the customer interfaces; 2) the internal dynamics within the firm that influence innovation; and 3) the external marketing activities.
Course Contents	Fostering cultures in entrepreneurial firms in which a steady stream of innovative ideas is generated, implemented, and evaluated using the following framework: Interactional marketing: This course addresses how to apply such innovative concepts in the area of customer interface through service design, script deviation, and atmospherics. Internal marketing: The culture of innovation should be throughout the entrepreneurial firm; therefore, internal dynamics of team performance and motivation are examined. External marketing: Because all entrepreneurial firms must entice potential customers to try their offerings, innovative practices in social media and guerilla marketing are also covered. All of the above concepts will be taught using a blend of theory and practice. That is, academic research will anchor innovative strategies and tactics.
Recommended Reading	Recommended reading: Anning-Dorson, T., Hinson, R. E., Amidu, M., & Nyamekye, M. B. (2018). Enhancing service firm performance through customer involvement capability and innovativeness. <i>Management Research Review</i> , 41(11), 1271-1289. Barrett, M., Davidson, E., Prabhu, J., & Vargo, S. L. (2015). Service innovation in the digital age: key contributions and future directions. <i>MIS quarterly</i> , 39(1), 135-154. Biswas, D., Szocs, C., Chacko, R., & Wansink, B. (2017). Shining light on atmospherics: How ambient light influences food choices. <i>Journal of Marketing Research</i> , 54(1), 111-123. Magnini, V. P., Crotts, J. C., & Zehrer, A. (2011). Understanding customer delight: An application of travel blog analysis. <i>Journal of Travel Research</i> , 50(5), 535-545. Salunke, S., Weerawardena, J., & McColl-Kennedy, J. R. (2013). Competing through service innovation: The role of bricolage and entrepreneurship in project-oriented firms. <i>Journal of Business Research</i> , 66(8), 1085-1097. Vilaplana, A., & Yamanaka, T. (2015). Effect of Smell in Space Perception. <i>International Journal of Affective Engineering</i> , 14(3), 175-182. Vink, J., Edvardsson, B., Wetter-Edman, K., & Tronvoll, B. (2019). Reshaping mental models—enabling innovation through service design. <i>Journal of Service Management</i> , 30(1), 75-104. Wetter-Edman, K., Vink, J., & Blomkvist, J. (2018). Staging aesthetic disruption through design methods for service innovation. <i>Design Studies</i> , 55, 5-26. Witell, L., Snyder, H., Gustafsson, A., Fombelle, P., & Kristensson, P. (2016). Defining service innovation: A review and synthesis.

capability? Can we develop one or are we "born" with it? 6. (Sustained) Competitive advantage? How long does your idea last? 7. First mover advantage. To lead or to follow? and many others. Moreover, in our simulation game you will learn something interesting about the interactive nature of innovation strategy.

#### Recommended Reading

Grant, Robert M., and Judith Jordan. 2015. *Foundations of Strategy*. 2nd ed. Chichester, West Sussex: Wiley

Cohen, Wesley M., and Daniel A. Levinthal. 1990. "Absorptive Capacity: A New Perspective on Learning and Innovation." *Administrative Science Quarterly* 35 (1): 128-52

David, P. A. (1985). Clio and the Economics of QWERTY. *The American economic review*, 75(2), 332-337.

Fiske, Alan Page. 1992. "The Four Elementary Forms of Sociality: Framework for a Unified Theory of Social Relations." *Psychological Review* 99 (4): 689-723

#### Additional Literature

Pearce, J. & Robinson, R. (2010). *Strategic Management – Formulation, Interpretation, and Control*. Schilling, M. (2016). *Strategic Management of Technological Innovation*. New York: McGraw-Hill. Shuradze, Giorgi, Yevgen Bogodistov, and Heinz-Theo Wagner. 2018. "The Role of Marketing-Enabled Data Analytics Capability and Organizational Agility for Innovation: Empirical Evidence from German Firms." *International Journal of Innovation and Technology Management* 22 (4): 1850037

#### Planned Learning Activities and Teaching Methods

In this course, we will have a series of lectures with discussion. We also run an innovation strategy simulation. Group work is performed both during lectures and as a part of the simulation.

# Course description

Winter & Summer Schools

## GENERAL DATA

Course Unit Title	Innovation Strategy		
Module			
Course Unit Code	IFLV6588	Type of Course Unit	ILV
Level of Course Unit	Bachelor	Year of Study	1
Semester	Spring 2024	ECTS Credits allocated	3

## SPECIAL INFORMATION

Name of Lecturer	FH-Prof. Dr. Yevgen Bogodistov
Objective of the Course (Learning Outcomes)	<p>Innovation management at the intersection of Innovation, Digital Technology, and Strategy has to deal with very diverse challenges: e.g., how to unleash creativity in the organization, how to set up an innovation-oriented organisation, how to tap into customer's innovation potential, how to identify the potential value of new digital technologies, how to select the right ideas, how to manage innovation projects and teams, and how to bring innovation successfully to the market and capture the resulting monetary value, and many others.</p> <p>The module sets out to discuss the key challenges that come along with innovation and its strategic implementation. In this course, we try to link environmental challenges with a company's innovation approach.</p>
Mode of Delivery	face-to-face
Course Contents	<p>In this course, we try to work on three different levels. First, we start with the creativity and how to produce a new idea. Idea creation happens on the individual level. Second, we need to build a bridge from an idea to an innovation which happens on the organisation level. Each organisation needs to see potential in an idea, select few ideas of many, and bring them to the market. Third, we need to think about the market level – how will competitors react on your innovation, how can you protect your idea, how can you position your idea in order to make it sustainable with regard to long-term profits. At the same level, we have to think about the perception of your idea. Perception of innovation is a cultural matter – not every idea fits the market and the consumers' expectations. During our classes, we work on all three levels in order to equip you with knowledge and skills necessary to make you and your organisation profitable. Knowledge: On successful completion of this module, students will be able to:</p> <ul style="list-style-type: none"><li>• Distinguish core concepts of innovation and their different forms from incremental to radical</li><li>• Identify the particularities of digital technologies and how those affect the way innovation management happens</li><li>• Judge the different components of the innovation strategy and its impact on sustained firm's success</li><li>• Understand innovation management within a firm</li><li>• Estimate cultural aspects of innovation</li></ul> <p>Competence: After successfully completing this module, students will be able to:</p> <ul style="list-style-type: none"><li>• Ideate and build bridge from an idea to an innovation</li><li>• Strategically position their innovation</li><li>• Evaluate strategic options for solving challenges associated with innovation</li></ul> <p>During this class, we work on several innovation-related topics. In order to make the structure as interesting as possible, we will have not large topic blocks, but small slots. Each slot is dedicated to a topic or an exercise on the topic. We talk about:</p> <ol style="list-style-type: none"><li>1. Creativity. Can you learn to be creative?</li><li>2. Innovation. What do we call innovation?</li><li>3. Invention. Is every invention an innovation?</li><li>4. Innovation strategy. Can we achieve long-term results with our innovation?</li><li>5. Innovation</li></ol>

Lectures, group work, assignments, presentations /case study discussion.

**Assessment Methods and  
Criteria**

Course assessed through presentations and assignments

# Course description

Winter & Summer Schools

## GENERAL DATA

Course Unit Title	Introduction to International Business		
Module			
Course Unit Code	IFLV6535	Type of Course Unit	ILV
Level of Course Unit	Bachelor	Year of Study	
Semester	Spring 2024	ECTS Credits allocated	3

## SPECIAL INFORMATION

Name of Lecturer	Prof. Dr. Francesco Ciabuschi
Objective of the Course (Learning Outcomes)	<p>This course aims to form students' knowledge in the area of International Business. Specifically, students will develop capabilities to identify, frame and understand problems related to the management of international operations. Throughout the course issues are discussed in both theoretical and practical terms to stimulate students to relate models and concepts with practical situations.</p> <p>By the end of the course the students will be able to:</p> <ul style="list-style-type: none"><li>• discuss implications of globalization and cultural differences</li><li>• understand the implications of operating across national borders</li><li>• compare different internationalization processes</li><li>• describe how firms operate in different markets</li><li>• analyze different international strategies, organizations and control models</li><li>• describe the specificity of different functions and units within the international firm</li><li>• understand the basis for the competitive advantage of international firms</li></ul>
Course Contents	<p>Today firms are increasingly facing challenging tasks at international level: On one side the environment is increasingly globalized, following the disintegration of regional markets, the expansion of international trade and the internet, and on the other firms keep growing in their geographical and business scope fueling competition. Therefore, the international manager is required to be flexible, to have a broad understanding of what is changing in the environment and within the firm, to develop always new abilities and to fit into new roles. This course deals specifically with the following topics: • Globalization &amp; Regionalization • Cultural differences • Internationalization process • Market entry decisions • Organizational structures • International strategies • Control of foreign operations • International HRM • Transnational knowledge and innovation management • Headquarters and subsidiaries' roles</p>
Recommended Reading	A series of case studies will be provided at the course start.
Additional Literature	Hill, C.W. Global Business Today, 11th Ed. Irwin, New York, UK: McGraw-Hill (Chapters 1-2-4-8-12-13). Other editions of this book are also fine; just verify the correspondence between the chapters in the different editions.
Planned Learning Activities and Teaching Methods	The course comprises an interactive mix of lectures, discussions and group work.

# Course description

Winter & Summer Schools

## GENERAL DATA

Course Unit Title	Organizational Development in Change		
Module			
Course Unit Code	IFLV6599	Type of Course Unit	ILV
Level of Course Unit	Bachelor	Year of Study	
Semester	Spring 2024	ECTS Credits allocated	3

## SPECIAL INFORMATION

Name of Lecturer	FH-Prof. Wendy Farrell, PhD
Objective of the Course (Learning Outcomes)	<p>Upon completion of this four-day workshop, participants will be able to:</p> <ul style="list-style-type: none"><li>- Gain a deep understanding of the complexities involved in organizational change, including the drivers of change, the challenges it presents, and the strategies for successfully navigating it.</li><li>- Acquire thorough knowledge of the McKinsey 7S Framework (Strategy, Structure, Systems, Shared Values, Skills, Style, and Staff) and its application in diagnosing and addressing organizational effectiveness and alignment.</li><li>- Learn to critically assess the impact of different organizational structures and apply strategies to optimize structure for enhanced agility and effectiveness.</li><li>- Develop the ability to formulate comprehensive change strategies that consider all aspects of the organization.</li><li>- Learn techniques for implementing organizational change, including planning, communication, and stakeholder engagement strategies, to ensure smooth transitions and minimize resistance.</li><li>- Apply the theoretical knowledge gained in a practical, hands-on simulation exercise that mirrors real-world organizational change scenarios, allowing participants to experiment with change strategies and see immediate outcomes.</li></ul>
Course Contents	<p><b>FH-Prof. Wendy Farrell, PhD:</b></p> <p>This four-day workshop on Organizational Development and Change provides a deep dive into the intricacies of organizational change, utilizing the McKinsey 7S Framework—encompassing Strategy, Structure, Systems, Shared Values, Skills, Style, and Staff. The workshop begins by discussing the importance of organizational change and how the 7S model can help in diagnosing where change should occur. Day one will focus on the concepts of Strategy and Structure. The second day with an examination of Systems, Shared Values, and Skills. During day three, the remaining Ss (Style and Staff) will be covered. A highlight of the workshop is the simulation exercise, offering participants a practical application of the concepts discussed to navigate complex, real-world change scenarios. The concluding day focuses on debriefing the simulation and deriving actionable insights. Participants will be equipped with the tools to diagnose organizational needs for change, formulate effective change management strategies, and craft action plans. Interactive discussions and activities throughout the workshop offer a blend of theoretical insights and practical applications.</p>
Recommended Reading	<p>Burke, W. W., &amp; Litwin, G. H. (1992). A Causal Model of Organizational Performance and Change. <i>Journal of Management</i>, 18(3), 523–545. Cawsey, T.F. (2016). <i>Organizational change: an action-oriented toolkit</i> (3rd ed.). Thousand</p>

Oaks, California: SAGE Publications. Jones, G. R. (2012): Organizational theory, design, and change. Edinburgh: Pearson education. Porter, M. (1985). Competitive Advantage: Creating and sustaining superior performance Venkateswara Rao, T. (2004). Performance management and appraisal systems: HR tools for global competitiveness Waterman Jr., R. H., Peters, T. J., & Phillips, J. R. (1980). Structure is not organization. Business Horizons Actions

**Planned Learning Activities and Teaching Methods**

The course comprises an interactive mix of lectures, discussions and individual and group work.

**Assessment Methods and Criteria**

The course will be assessed as follows:  
Participation (80%): Participation is at the heart of our learning experience. Given the interactive nature of this course, your active involvement in all class activities is crucial. Points will be awarded based on engagement in class discussions and activities, attendance, and preparation.  
Reflection Paper (20%): At the end of the course, you will submit a Reflection Paper (3-5 pages, double-spaced) that encapsulates your learning journey. This paper should reflect on learning, offer personal insights, apply the concepts learned, and critically engage with the course material.

# Course description

Winter & Summer Schools

## GENERAL DATA

Course Unit Title	Next Generation Leaders – Challenges in Family Firms		
Module			
Course Unit Code	IFLV6600	Type of Course Unit	ILV
Level of Course Unit	Bachelor	Year of Study	
Semester	Spring 2024	ECTS Credits allocated	3

## SPECIAL INFORMATION

Name of Lecturer	FH-Prof. PD MMag. Dr. habil. Anita Zehrer		
Objective of the Course (Learning Outcomes)			
Course Contents			
Recommended Reading			
Planned Learning Activities and Teaching Methods	The course comprises an interactive mix of lectures, discussions and individual and group work.		

# Course description

Winter & Summer Schools

## GENERAL DATA

Course Unit Title Summer School: Data Science - An Overview

Module

Course Unit Code IFLV0099 Type of Course Unit ILV

Level of Course Unit Bachelor Year of Study 1

Semester Spring 2024 ECTS Credits allocated 3,5

## SPECIAL INFORMATION

Name of Lecturer Dr. Peter Schwazer, Walter Boyajian, PhD, Mag. Mario Tuta

Objective of the Course  
(Learning Outcomes)

Course Contents

- Introduction: What is Data Science?
- Statistical Inference
- Exploratory Data Analysis | Data Science Process
- Three Basic Machine Learning Algorithms
- Machine Learning Algorithm and its Usage
- Feature Generation and Feature Selection
- Recommendation Systems: Building a User-Facing Data Product
- Mining Social-Network Graphs
- Data Science and Ethical Issues

Recommended Reading

Planned Learning Activities and Teaching Methods The course comprises an interactive mix of lectures, discussions and individual and group work.