

# Curriculum

for the Master's degree programme in

International Management

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## *"International Management"*

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## § 1 General

- (1) The extent of the Master's degree programme in International Management shall be 120 ECTS credits. This corresponds to a proposed duration of studies of 4 semesters. The Master's degree course in International Management is allocated to the group of social and business sciences pursuant to § 54 Para. 1 of the Universities Act (hereinafter the UA).
- (2) The workload for the individual study attainment is stated in ECTS credits, the workload for one year amounting to 1500 real hours, with this workload being awarded with 60 ECTS credits. The workload comprises the element of private study and the teaching hours/contact hours (§ 51 Para. 2, No. 26, UA).
- (3) The Master's degree course in International Management enables the graduates to manage and further develop enterprises, in particular small and medium-sized enterprises, in an international context. The degree course teaches international marketing, exporting, international innovation management and entrepreneurship, international financing and accounting as well as cultural backgrounds.
- (4) The degree course is intended to communicate knowledge that has sound foundation in theory and to reflect this in a manner relevant to practice. The degree course is intended to serve the communication of scientific knowledge on the basis of research-based teaching. Pursuant to the Universities Act (UA), the degree course is intended to enable future graduates to contribute responsibly to the solution of people's problems and to the beneficial development of society and the natural environment (§ 1, UA). The programme focuses on the export markets of importance to Austria in Central and Eastern Europe. The aim is to communicate a theoretical basis and the practical application thereof. The curriculum therefore places a regional focus on South East Europe (hereinafter referred to as SEE) and Central and Eastern Europe (hereinafter referred to as CEE).
- (5) The Master's degree course attaches importance to the equality of men and women. Accordingly, gender-specific content is part of the courses in the Required Subjects and in the Electives. In addition, the students can select gender-relevant courses as specialisation from the range of courses offered at the university of Klagenfurt or another recognized Austrian or foreign university.
- (6) The Master's degree course in International Management is offered in English.

## § 2 Qualification profile

- (1) The Master's degree course in International Management serves both the continued theoretical study and the critical reflection on the application of knowledge in international practice. Graduates of the Master's degree course in International Management should be able to develop independently and implement in practice solutions for business problems with/in an intercultural and international context. In addition, they should be encouraged to carry out research of their own with an international focus. The career prospects of graduates include managerial positions in the middle and senior management of enterprises and organisations operating at international level as well as employment in university and non-university research institutions. Graduates of the degree course in International Management are of interest to employers in Austria and abroad.
- (2) The aim of the Master's degree course is to communicate well-founded specialist knowledge in the fields of **international marketing and customer analysis and customer handling, international sales structures, growth through internationalisation and international financing management**, with a focus on small and medium-sized enterprises (SMEs). In addition, cultural sensitivity and the ability to handle other cultures are trained by means of compulsory study excursions to SEE or CEE, the compulsory study visit in SEE or CEE and the compulsory semester abroad in a foreign language country.
- (3) An interest in society, culture, languages and their influence on enterprises and the economy are personal preconditions for future students. In addition, the objective is the acquisition of knowledge

about the CEE and SEE regions and their development. Graduates of the Master's degree course in International Management will thus be prepared for careers in a globalised world. On completing this Master's degree course, the graduates should be able:

- To reflect on a problem from different theoretical, practical, cultural and legal perspectives and to derive management decisions from such.
- To analyse and evaluate critically business management decisions on the basis of a broad understanding of culture, organisation and markets.
- To plan and carry out the foundation of enterprises and innovations under a global and export-focused aspect.
- To deal with challenges in the fields of international accounting and legal provisions.
- To analyse international markets and to address the cultural diversity of the stakeholders.
- To take account of ethical and moral aspects of the relevant cultures in relationship to management.
- To communicate complex issues in an understandable and target-group oriented manner both to specialists and to laypersons.
- To follow developments in the field of international management with continued interest and to apply new knowledge.
- To continually develop their skills and competencies in the sense of the principle of life-long learning.

### **§ 3 Preconditions for admission**

- (1) Admission to the Master's degree course in International Management requires the completion of a Bachelor's degree in a relevant subject or a university of applied sciences' Bachelor's degree programme in a relevant subject or another equivalent course of study at a recognized Austrian or foreign post-secondary education institution (§ 64 Para 5 of the UA).

The relevant subjects in any event include Bachelor's degree courses in Applied Business Administration, Information Management and Business and Law at the University of Klagenfurt.

A qualitative precondition for admission (pursuant to § 64 (5) of the UA) to the Master's degree course in International Management is proof of English language skills at C1 level of the European Reference Framework for Languages.

- (2) Admission to the Master's degree course in International Management is regulated by admission proceedings pursuant to § 64 (6) of the UA.

### **§ 4 Academic degree**

Graduates of this Master's degree course shall be awarded the academic degree of Master with the supplement "of Science" (abbreviated "MSc"). If used, this degree shall be placed after the name.

### **§ 5 Organisation and structure of the degree course**

- (1) The Master's degree course in International Management consists of 54 ECTS credits in Required Subjects, 24 ECTS credits in Electives, and 12 ECTS credits for Options. 24 ECTS credits are assigned to the Master's thesis and 6 ECTS credits to the seminar accompanying the Master's thesis. The degree course is concluded with an examination before an examination board. During the degree course, students shall attend an excursion, a brief study abroad in CEE or SEE and a semester abroad.
- (2) All teaching courses in the Required Subjects and Electives at the University of Klagenfurt and during the brief study abroad shall be taught in English. All academic papers and examinations at the University of Klagenfurt and during the brief study abroad shall also be taken in English. The language of the courses during the semester abroad shall be at the student's choice, but shall not be in the student's mother tongue. The Master's degree course consists of the following Required Subjects, elective subjects and Options.

**Required Subjects:**

- a. **Principles of International Business (4 ECTS credits)** conveys the economic and organisational principles of international management
- b. **Principles of International Law (2 ECTS credits)** conveys basics in the field of law in an international context.
- c. **International Marketing (9 ECTS credits)** teaches market analysis, consumer behaviour, communication and market strategies in an international context.
- d. **International Entrepreneurship and Innovation Management (9 ECTS credits)** conveys the basics of company start-up, innovation strategies and growth strategies in an international context.
- e. **International Financial Accounting (9 ECTS credits)** conveys the basics of accounting, financing, controlling and financial analysis in an international context.
- f. **Cultural Skills in SEE and CEE (15 ECTS credits)** teaches economic, historical, political, sociocultural and gender-specific features of the SEE and CEE regions.
- g. **Global Cultural Skills (6 ECTS credits)** teaches economic, historical, political, sociocultural and gender-specific features of other regions of the world, the focus being on the preparation and follow-up of the students' various semesters abroad.

#### **Elective subjects:**

- h. **Electives I: Specialization in International Management (6 ECTS credits).** two courses (3 ECTS credits each) from three specialisations in the fields of International Marketing, International Entrepreneurship and Innovation Management, and International Financial Accounting are to be selected.
- i. **Electives II: Advanced Cultural Skills (9 ECTS credits)** comprise courses at the student's choice. The student can select two of the four fields (4.5 ECTS credits each): Politics and Economics, Culture and History, Language Skills and Gender Issues in Culture and Business. The courses in these subjects convey economic, historical, political, sociocultural and gender-specific features of the host country or in an international context. The courses and examinations must be taken within the framework of the semester abroad.
- j. **Electives III: Advances in International Management (9 ECTS credits)** comprise courses at the student choice. The student can select two of the three fields (4.5 ECTS credits each): International Marketing, International Entrepreneurship and Innovation Management, and International Financial Accounting. These courses serve an in-depth study of the main subjects in an international context or in that of the host country. The courses and examinations must be taken within the framework of the semester abroad.

#### **Options**

- k. **Options (12 ECTS credits).** Options to the extent of 12 ECTS credits must be completed. They serve to round off and consolidate the Master's degree course. All courses of a recognized Austrian or foreign university can be credited. Students are recommended to complete 6 ECTS credits during the semester abroad. In addition, students are recommended to aim to consolidate their cultural skills (language, history etc) or gender-specific content.

#### **§ 6 Semester abroad**

- (1) One semester shall be completed at a recognized foreign university. The student's mother tongue must not be a regional official language and teaching language in the host country. The Head of the Master's degree Programme shall permit exceptions if justified appropriately.
- (2) Courses and examinations to the extent of at least 18 ECTS credits shall be completed within the framework of the semester abroad. Students are recommended to coordinate the courses and

examinations to be taken at the foreign university on consultation with the Head of the Master's degree programme in International Management in advance (§ 78(5) UA).

- (3) Examinations shall be recognized pursuant to § 78 of the UA. The student shall submit a corresponding request including the necessary documents for the assessment of the content (syllabus, course descriptions, literature lists, etc.) and the extent (credits, credit hours etc.) for the courses and examinations. The Head of the Master's degree programme shall decide on the recognition of examinations for the Master's degree course in International Management.
- (4) Students are recommended to complete 6 ECTS credits in the Options during the semester abroad.

### § 7 Types of classes

- (1) In the Master's degree course in International Management, contents are taught in classes without continuous assessment (lectures) and classes with continuous assessment. Accordingly, the classes are to be broken down into the following types:

- **Lectures (L)** are classes in which knowledge is communicated through the lecture by the teacher. The examination takes place in a single (written and/or oral) examination.
- Continuous assessment classes are classes that are not graded in a single examination but on the basis of written and/or oral contributions by the participants during the class or – in the case of written papers or projects (seminar papers or works of a comparable effort) – by the end of the semester following the holding of the class. Continuous assessment classes are:

**Courses (C)** are classes that serve the acquisition or development of applied skills and consist in teachers and students working together on concrete issues.

**Seminars (SE)** serve academic discussion. The participants contribute their own work. The conclusion of the seminar is tied to the submission of an academic paper.

**Lectures with Course (LC)** comprise a lecture and a course component. Both parts are coordinated in terms of content and didactic and are graded jointly.

**Excursion (EX)** are classes that communicate experience in the field of international management outside the University of Klagenfurt.

- (2) The workload associated with a teaching class is defined by means of ECTS credits. Pursuant to § 51 Para. 2 No. 26 of the UA, ECTS credits shall be awarded according to the students' workload. The teachers shall arrange the workload for the course including the examination accordingly.
- (3) The examination conditions and the attendance regulations shall be determined by the class teacher and shall be laid down at the start of the class (pursuant to §§ 10, 11 Part B of the By-Laws). The teaching classes of types C, SE, LC and EX require regular attendance and participation. In addition, students shall be expected to show a willingness to discuss and reflect, take examinations, write academic papers and/or make oral presentations.

### § 8 Classes in the Required Subjects

The Master's degree course in International Management comprises Required Subjects to the amount of 54 ECTS credits. The following table presents an overview of the names and types of the classes that constitute the Required Subjects.

Required Subjects	Classes	Class type	ECTS credits
<b>Principles of International Business</b>	International Economics	L	2
	International HRM and Organizational Behaviour	LC	2
			<b>Total: 4</b>
<b>Principles of International Law</b>	Principles of International Law	L	2
			<b>Total: 2</b>
<b>International Marketing</b>	International Marketing	L	3
	Cases in International Marketing	C	3

	International Consumer Behaviour and Communication	L	3
			<b>Total: 9</b>
<b>International Entrepreneurship and Innovation Management</b>	International Entrepreneurship	L	3
	Cases in International Entrepreneurship	C	3
	Innovation Management in International Context	L	3
			<b>Total: 9</b>
<b>International Financial Accounting</b>	International Financial Reporting	L	3
	Cases in International Financial Reporting	C	3
	International Financial Instruments	L	3
			<b>Total: 9</b>
<b>Cultural Skills in SEE and CEE</b>	Cultural Skills in SEE and CEE I	LC	3
	Study Excursion to SEE or CEE	EX	2
	Cultural Skills in SEE and CEE II	LC	2
	Short Time Study Abroad in SEE/CEE	EX	8
			<b>Total: 15</b>
<b>Global Cultural Skills</b>	Global Cultural Skills	SE	6
			<b>Total: 6</b>
			<b>Total: 54</b>

### § 9 Electives classes

- (1) Electives are the subjects that students can select from the classes specified in the curriculum. A total of 24 ECTS credits shall be completed in the Electives. Within the Electives, the student must achieve the stated number of ECTS credits in the specialisation fields available for selection.
- (2) The classes and examinations in Electives II: Advanced Cultural Skills and Electives III: Advances in International Management must be taken as part of the semester abroad to the amount of the applicable ECTS credits at the host university.

Electives	Classes	Class type	ECTS credits
<b>Electives I: Specialisation in International Management (2 from the following specialisations shall be selected)</b>	Cases in International Consumer Behaviour and Communication	C	3
	Cases in International Innovation Management	C	3
	Cases in International Financial Instruments	C	3
	<b>Total to be selected:</b>		<b>6</b>
<b>Electives II: Advanced Cultural Skills (2 from the following areas shall be selected)</b>	Politics and Economics	LC <sup>1)</sup>	4,5
	Culture and History	LC <sup>1)</sup>	4,5
	Language Skills	LC <sup>1)</sup>	4,5
	Gender Issues in Culture and Business	LC <sup>1)</sup>	4,5
	<b>Total to be selected:</b>		<b>9</b>
<b>Electives III: Advances in International Management (2 from the following areas shall be selected)</b>	International Marketing	LC <sup>1)</sup>	4,5
	International Entrepreneurship and Innovation Management	LC <sup>1)</sup>	4,5
	International Financial Accounting	LC <sup>1)</sup>	4,5
	<b>Total to be selected:</b>		<b>9</b>

<sup>1)</sup> Class type recommended according to the possibilities on site.

## **§ 10 Options**

- (1) Options are the subjects that the student can select at liberty from the courses offered by recognized Austrian and foreign universities. Courses that have been taken to obtain the entitlement to study or to obtain general or special university qualification are excluded. 12 ECTS credits shall be obtained in Options.
- (2) If all the Options are taken in one area, the subject can be given an English term that describes the subject area (e.g. Second Language, History, Culture, Gender Issues, etc.). The Head of the Master's degree programme in International Management shall decide on the name of the Options upon submission of an informal request by the student together with corresponding documentation concerning the courses.

## **§ 11 Classes with a restricted number of participants**

- (1) All classes listed in § 8 shall be subject to a maximum of 35 participants.
- (2) If the number of applications for these classes exceeds the number of places available, admission shall be according to the following procedure. Preference for admission shall be granted to students of the Master's degree course in International Management over students of other courses. If the number of participants still exceeds the maximum permitted, ranking shall be carried out on the basis of the respective study semester in International Management, with students of a higher semester being given preference. If the number is still exceeds the maximum, the decision shall be made by drawing lots. The class teacher can admit more than 35 students. If not all places are taken by International Management students, the remaining places can be awarded to students of other subjects. The class teacher shall decide on the award of the remaining places.

## **§ 12 Master's thesis**

- (1) A Master's thesis in English shall be written as part of the Master's degree course in International Management. The student shall attend the research seminar accompanying the Master's thesis.
- (2) The Master's thesis is an academic paper that serves to prove the student's ability to handle academic topics independently and appropriately in terms of content and method. The remit of the Master's thesis shall be selected such that the student is able to and can be expected to complete the thesis within six months. The joint handling of one topic by a number of students is permissible if the performance of the individual students can be graded separately.
- (3) The topic of the Master's thesis must be attributable to one of the following Required Subjects: International Marketing, International Entrepreneurship and Innovation Management or International Financial Accounting.
- (4) The Master's thesis comprises 24 ECTS credits, the research seminar accompanying the Master's thesis 6 ECTS credits.
- (5) According to the By-laws, Part B, § 18, the student shall notify the topic and the supervising tutor for the Master's thesis in writing to the Rector of Studies before starting the work on the thesis. The topic and the supervising tutor shall be deemed to have been accepted if the Rector of Studies fails to prohibit such by ruling within one month after receipt of the notification. A change of supervising tutor is permissible until the Master's thesis is submitted.
- (6) The completed Master's thesis is to be submitted to the Rector of Studies in printed and in electronically readable form for grading. More detailed provisions on this shall be issued by the Rector of Studies taking into account technical developments. The supervising tutor shall grade the Master's thesis within two months following submission.
- (7) Students are recommended to agree the topic of the Master's thesis at the end of the second semester. Students can carry out research work for the Master's thesis during the semester abroad.



### **§ 13 Examination regulations**

- (1) The Master's degree course shall be concluded by
  - the completion of the classes in the Required Subjects, Electives and Options pursuant to §§ 8, 9 and 10;
  - the due completion of the stay abroad pursuant to § 5(2) and § 6;
  - the completion of the Master's thesis and the research seminar accompanying the Master's thesis pursuant to § 12;
  - a positive grade in the final examination before the examination board.
- (2) The final examination before the examination board shall be oral and shall consist of:
  - the subject to which the Master's thesis is attributable, including the defence of the Master's thesis;
  - a further subject from § 5 Para. 2: c, d or e, to be selected by the student.
- (3) Admission to the final examination before the examination board shall require the positive grading of all subjects, the excursions, the brief study abroad and the semester abroad and the positive grading of the Master's thesis and the research seminar accompanying the Master's thesis.
- (4) Examinations and courses can be repeated in accordance with the By-laws, Part B: Provisions on studies law and the UA.
- (5) The subject grades shall be calculated according to the By-laws, Part B: § 12 (8).
- (6) The final certificate shall contain the names and the grades achieved in the subjects, the grades of the examination before the examination board and the title and grade of the Master's thesis.
- (7) The overall grade of the degree course shall be in accordance with § 73 Para. 3 of the UA.

### **§ 14 Entry into effect**

This curriculum shall enter into effect following announcement in the Bulletin of the University of Klagenfurt as of 1 October 2011 and shall apply to all students who commence their Master's degree course from the winter semester 2011.

### Appendix: Recommended course of studies

This overview constitutes the recommended course of studies. The courses are offered periodically on the basis of the recommended course of studies. Students are recommended to follow the present structure in order to avoid delays in their studies.

Semester	Class	ECTS credits	Class type
1	<b>Principles of International Business</b> International Economics International HRM and Organizational Behaviour	2 2	L LC
	<b>International Marketing</b> International Marketing Cases in International Marketing	3 3	L C
	<b>International Entrepreneurship and Innovation Management</b> International Entrepreneurship Cases in International Entrepreneurship	3 3	L C
	<b>International Financial Accounting</b> International Financial Reporting Cases in International Financial Reporting	3 3	L C
	<b>Cultural Skills in SEE and CEE</b> Cultural Skills and Economic Issues in SEE and CEE Study Excursion to SEE or CEE	3 2	LC EX
	<b>Options</b> <i>Information and Initial Organization of the Full Semester Study Abroad</i>	3	
	2	<b>Principles of International Law</b>	2
<b>International Marketing</b> International Consumer Behaviour and Communication		3	L
<b>International Entrepreneurship and Innovation Management</b> Innovation Management in International Context		3	L
<b>International Financial Accounting</b> International Financial Instruments		3	L
<b>Electives I: Specialisation in International Management (two of three)</b> International Management: Cases in International Consumer Behaviour and Communication (3 ECTS credits) International Entrepreneurship and Innovation Management: Cases in International Innovation Management (3 ECTS credits) International Financial Accounting: Cases in International Financial Instruments (3 ECTS credits)		6	C
<b>Cultural Skills in SEE and CEE</b> Cultural Skills in SEE and CEE Short Time Study Abroad in SEE/CEE		2 8	LC EX
<b>Options</b> <i>Announcement of the Topics of the Master Theses</i> <i>Final Organization of the Full Semester Study Abroad</i>		3	
3	<b>Global Cultural Skills</b>	6	SE
	<b>Study Abroad (Full Semester)</b> <b>(Not Home Country and Not Country of Mother Tongue)</b>	(18)	
	<b>Electives II: Advanced Cultural Skills (Two of Four)</b> Politics and Economics (4,5 ECTS credits) Culture and History (4,5 ECTS credits) Language Skills (4,5 ECTS credits) Gender Issues in Culture and Business (4,5 ECTS credits)	9	
	<b>Electives III: Advances in International Management (two of three)</b> International Marketing (4,5 ECTS credits) International Entrepreneurship and Innovation Management (4,5 ECTS credits) International Financial Accounting (4,5 ECTS credits)	9	
	<b>Options</b>	6	
4	<b>Master Thesis</b>	24	
	<b>Research Seminar</b>	6	SE
	<b>Examination Before a Committee</b>		
<b>TOTAL</b>		<b>120</b>	