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# **Curriculum**

for the Master's degree programme

**International Management**

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# Curriculum for the Master's Degree Programme

## *„International Management“*

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## § 1 General Remarks

- (1) The Master's degree programme *International Management* is worth 120 ECTS credits. This corresponds to a scheduled study duration of 4 semesters. In accordance with § 54 para. 1 of the Universities Act (hereafter: UA), the Master's degree programme *International Management* is assigned to the group of Social and Economic Sciences programmes.
- (2) The workload for the individual achievement is indicated in ECTS credits. The workload must amount to 1500 hours in one year, for which 60 credits are awarded. The workload is comprised of the element of independent study as well as the semester and contact hours (§ 51 para. 2 subpara. 26 UA).
- (3) The Master's degree programme *International Management* qualifies graduates for the management and development of companies, particularly of small and medium-sized companies, within an international context. The degree programme teaches International Marketing, Export, International Innovation Management and Entrepreneurship, as well as International Financing and Financial Reporting, with due regard for different cultural backgrounds.
- (4) The degree programme is designed to teach fundamental theoretical principles and the reflection upon their practical application. The programme serves to convey scientific insights on the basis of research-based teaching. In accordance with the Universities Act (UA), the degree programme should thus qualify future graduates to contribute responsibly to finding solutions to humanity's problems and to the welfare of society and the environment (§ 1 UA). The programme focuses on Austria's important export markets in Central East Europe. It aims to teach the theoretical principles as well as their practical application. Consequently, the curriculum places a regional emphasis on South East Europe (hereafter SEE) and Central East Europe (hereafter CEE).
- (5) The master degree programme places great importance on the equality of men and women. Hence, the gender-specific content is included both in the required subjects and in the electives. In addition, students can select gender-relevant courses from the full range of courses on offer at Klagenfurt University or any other recognised domestic or foreign university, in order to specialise in this area.
- (6) The language of instruction in the Master's degree programme *International Management* is English.

## § 2 Qualification Profile

- (1) The Master's degree programme *International Management* serves the pursuit of further theoretical study as well as the critical reflection of knowledge application in an international setting. The objective is to qualify graduates of the Master's degree programme *International Management* to autonomously develop solutions to business administration problems with/in an intercultural and international context, and to implement these solutions in the practical setting. Moreover, students are encouraged to perform independent research, applying an international focus. Career opportunities for graduates include management functions in the middle and upper management levels of companies and organisations working in the international arena, as well as professional activities in university and non-university research institutions. Graduates of the degree programme *International Management* represent an interesting proposition for both domestic and foreign employers.
- (2) The Master's degree programme aims to convey sound expert knowledge in the areas **international market and customer analysis and development, international marketing design, growth through internationalisation and international financial management**, with a focus on small and medium-sized enterprises (SME). Furthermore, cultural sensitivity and the ability to competently deal with other cultures are nurtured through the compulsory academic excursion to SEE or CEE, the compulsory period of study in SEE or CEE, and the compulsory semester spent studying abroad in a country where the language spoken is not the student's native language.

- (3) Prospective students should be interested in society, culture, languages and their influence on businesses and the economy, as part of the personal requirements for the programme. The acquisition of knowledge about the CEE and SEE regions and their development are a further goal of the programme. Graduates of the Master's degree programme *International Management* are thus prepared for professional activities in a globalised world. Upon completing this Master's degree programme, graduates are ideally equipped to:
- Consider a problem from a variety of theoretical, practical, cultural and legal perspectives and derive appropriate management decisions.
  - Critically analyse and evaluate decisions made by corporate management, based on a broad understanding of culture, organisation and markets.
  - Plan and implement the foundation of businesses and innovations, giving due consideration to global and export-oriented aspects.
  - Meet and overcome challenges in the sphere of international financial accounting and legal regulations.
  - Analyse international markets and respond flexibly to the cultural diversity of the stakeholders.
  - Give due managerial regard to the ethical and moral aspects of the respective cultures.
  - Communicate complicated topics in a clear and target-group-oriented manner, both to groups of experts and to laypersons.
  - Track developments in the field of International Management with continued interest and apply new insights.
  - Continuously develop personal skills and expertise in the spirit of life-long learning.

### **§ 3 Admission Requirements**

- (1) The admission to the Master's degree programme *International Management* is conditional upon the successful completion of a relevant Bachelor's degree or a relevant Bachelor's degree at a University of Applied Sciences or other equivalent degree programme at a recognised domestic or foreign post-secondary educational institution (§ 64 para. 5 UA).

The Bachelor's degree programmes *Applied Business Administration*, *Information Management* and *Business and Law* at Klagenfurt University qualify as relevant in any case.

Demonstrated English language proficiency at the C1 level of the Common European Framework of Reference for Languages is a qualitative admission requirement (pursuant to § 64 (5) UA).

- (2) Admission to the Master's degree programme *International Management* is regulated on the basis of an admission procedure in accordance with § 64 (6) UA.

### **§ 4 Academic Degree**

Graduates of this Master's degree programme are awarded the academic degree „Master“ accompanied by „of Science“ (abbreviated to: „MSc“). When used, the academic degree must follow the name.

### **§ 5 Structure and Organisation of the Degree Programme**

- (1) The Master's degree programme *International Management* is comprised of 54 ECTS points worth of required subjects, 24 ECTS points worth of electives, and 12 ECTS points worth of options. 24 ECTS points are assigned to the Master thesis, and 6 ECTS are assigned to the associated research seminar. The programme is concluded with an examination conducted by an examination board. During their studies, students must complete an excursion and a brief period of study abroad in SEE or CEE, as well as a semester at a foreign university.
- (2) Courses that are part of the required subjects or the electives at Klagenfurt University and during the brief period of study abroad are taught exclusively in English. All academic assignments and examinations at Klagenfurt University and during the brief period of study abroad must also be performed in English. The language of instruction used in courses during the semester spent at a foreign university is a matter of choice for the respective student, but the student shall not select courses offered in his/her native language.

The Master's degree programme is comprised of the following required subjects, electives and options.

#### **Required Subjects:**

- a. **Principles of International Business (4 ECTS points)** convey the fundamental economic and organisational principles of International Management.
- b. **Principles of International Law (2 ECTS points)** convey the fundamental principles within the international legal framework.
- c. **International Marketing (9 ECTS points)** conveys market analysis, consumer behaviour, communication and market strategies in an international context.
- d. **International Entrepreneurship and Innovation Management (9 ECTS points)** conveys the fundamental principles of business foundation, innovation strategies, and growth strategies in an international context.
- e. **International Financial Management (9 ECTS points)** conveys fundamental principles of financial reporting, financing and financial analysis in an international context.
- f. **Cultural Skills in SEE and CEE (15 ECTS points)** convey economic, historical, political, socio-cultural and gender-specific particularities of the SEE and CEE regions.
- g. **Global Cultural Skills (6 ECTS points)** convey economic, historical, political, socio-cultural and gender-specific particularities of additional regions across the globe, paying special attention to the preparation for and subsequent processing of the various semesters students spend studying abroad.

#### **Elective Subjects**

- h. **Electives I: Specialisation in International Management (6 ECTS points)**. Students must select two (each worth 3 ECTS points) of the three specialisations in the areas of International Marketing, International Entrepreneurship and Innovation Management, International Financial Management.
- i. **Electives II: Advanced Cultural Skills (9 ECTS points)** comprise courses chosen by the student. The student can select two of the four available areas (each worth 4.5 ECTS points): Politics and Economics, Culture and History, Language Skills and Gender Issues in Culture and Business. The courses in this subject convey economic, historical, political, socio-cultural and gender-specific particularities either as they pertain to the host country or as they are relevant to the international context. Courses and examinations must be completed within the scope of the semester spent studying abroad.
- j. **Electives III: Advances in International Management (9 ECTS points)** comprise courses chosen by the student. The student can select two of the three available areas (each worth 4.5 ECTS points): International Marketing, International Entrepreneurship and Innovation Management and International Financial Management. These courses serve to facilitate further in-depth study of the main subjects, providing an international context or describing the specific context of the host country. Courses and examinations must be completed within the scope of the semester spent studying abroad.

## Options

- k. **Options (12 ECTS points).** Students must complete options worth 12 ECTS points. They serve to round off and consolidate the Master's degree programme. Any course completed at an approved domestic or foreign university can be recognised. It is recommended that students complete courses worth 6 ECTS points during the semester they spend studying abroad. It is further recommended that students generally pursue the in-depth study of Cultural Skills (language, history etc.) or of gender-specific contents.

## § 6 Studying Abroad

- (1) Students must complete a semester of study at a recognised foreign university. The native language of the student must not be the same as the regional official language of the host country or the language of tuition during the period of study abroad. If adequate justification is provided, the Programme Director shall decide whether an exemption can be allowed.
- (2) Students must complete courses and examinations worth at least 18 ECTS points within the scope of the semester spent abroad. Courses and examinations to be completed at the foreign university should be discussed and agreed in advance with the Programme Director of the Master's degree programme *International Management* (§78 (5) UA).
- (3) Examinations are recognised in accordance with § 78 UA. The student shall submit the appropriate application for recognition including any supporting documents for the evaluation of the contents (syllabus, course descriptions, lists of recommended literature, etc.) and the scope (credits, semester hours etc.) of the courses and examinations. The Programme Director shall rule on the recognition of examinations for the Master's degree programme *International Management*.
- (4) Students are advised to complete options worth 6 ECTS points during the semester spent studying abroad.

## § 7 Types of Courses

- (1) In the Master's degree programme *International Management* the degree content is taught either in lectures or in courses with an immanent examination character. Courses are thus classified as follows:

- **Lectures (L)** are courses in which the instructors convey knowledge by lecturing. The course is concluded with a single (written and/or oral) examination.
- Courses with an immanent examination character are courses in which the assessment is not based on a single examination, but rather is based on the written and/or oral contributions of the participants during the course or – in the case of scientific assignments or projects (seminar papers or assignments requiring an equivalent effort) – no later than the end of the semester following the semester in which the course is held. The following are courses with an immanent examination character:

**Courses (C)** These courses serve to convey and expand application-oriented skills. Students and instructors work together on specific issues and problems.

**Seminars (SE)** serve the purpose of academic discussion. Participants contribute their own academic efforts. The completion of the seminar is linked to the submission of a written scientific assignment.

**Lectures with Course (LC)** are comprised of a lecture part and a course part, which are carefully coordinated in terms of content and didactics, and are assessed jointly.

**Excursions (EX)** are courses, which convey experiences relevant to the field of International Management outside of Klagenfurt University.

- (2) The workload associated with a course is defined in terms of ECTS points. According to § 51 para. 2 subpara. 26 UA, the assignment of ECTS points must correspond to the students' workload. Instructors must plan the workload of each course (including the examination) accordingly.
- (3) The examination conditions and attendance rules are determined by the respective instructor and are clearly defined when the course commences (acc. to §§ 10, 11, Part B of the University Charter). Courses of the types C, SE, LC and EX require regular attendance. Students are further expected to demonstrate their willingness to engage in discussion and reflection, and must complete examinations, scientific assignments and/or oral presentations.

## § 8 Required Subjects

The Master's degree programme *International Management* comprises required subjects worth 54 ECTS points. The following table lists the course names and course types that constitute the respective required subjects.

| Required subject  | Course  | Type | ECTS points      |
|---|---|------|------------------|
| <b>Principles of International Business</b>                     | International Economics                           | L    | 2                |
|   | International HRM and Organizational Behavior     | 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 Behavior 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 Management</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                |
|   | Brief 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

- (1) Electives are those subjects, which students can select from the subjects listed in the curriculum. Students must complete electives worth 24 ECTS points. Within the scope of the electives, students must gain the stipulated number of ECTS points in the specialisations/areas available for selection.

- (2) Courses and examinations from Electives II: Advanced Cultural Skills and Electives III: Advances in International Management must be completed during the semester spent studying at a foreign university, and students must gain the stipulated number of ECTS points.

| Elective  | Course   | Type             | ECTS points |
|---|--|------------------|-------------|
| <b>Electives I:<br/>Specialisation in<br/>International<br/>Management (chose<br/>2 of the following<br/>specialisations)</b> | Cases in International Consumer Behavior and Communication | C                | 3           |
|   | Cases in International Innovation Management               | C                | 3           |
|   | Cases in International Financial Instruments               | C                | 3           |
|   | <b>Total selected:</b>                                     |                  | <b>6</b>    |
| <b>Electives II:<br/>Advanced Cultural<br/>Skills (chose 2 of the<br/>following areas)</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 selected:</b>  |  | <b>9</b>         |             |
| <b>Electives III:<br/>Advances in<br/>International<br/>Management (chose<br/>2 of the following<br/>areas)</b>               | International Marketing                                    | LC <sup>1)</sup> | 4.5         |
|   | International Entrepreneurship and Innovation Management   | LC <sup>1)</sup> | 4.5         |
|   | International Financial Management                         | LC <sup>1)</sup> | 4.5         |
|   | <b>Total selected:</b>                                     |                  | <b>9</b>    |
| <sup>1)</sup> Recommended course type; student choice depends on types available at the host university.                      |  |                  |             |

## § 10 Options

- (1) The term *options* describes those subjects, which students can select freely from the range of courses offered by recognised domestic and foreign universities. Courses completed in order to gain the entitlement to study at a university, or the general or special university entrance qualification, are excluded. Students must complete options worth 12 ECTS credits.
- (2) If all options are completed in one area, the entire subject field can be labelled with an English term, describing the discipline (e.g. Second Language, History, Culture, Gender Issues, etc.). The Programme Director for *International Management* rules on the term given to the options on the basis of an informal application by the student, which must include supporting documents relating to the courses.

## § 11 Courses with Limited Numbers of Participants

- (1) All courses listed under § 8 are limited to a total of 35 participants, respectively.
- (2) If the number of students registering for these courses exceeds the number of available places, students are admitted in accordance with the following procedure. Students enrolled in the Master's degree programme *International Management* receive preferred admission over students from other degree programmes. If the number of students registering continues to exceed the number of available places, students are ranked according to their relevant university semester in *International Management*, with preference given to those students in higher semesters. In the case that the number of students registering still continues to exceed the number of available places, the decision is made by the drawing of lots. The course instructor is allowed to admit more than 35 students. If students enrolled in the *International Management* programme do not occupy all available places, any remaining places can be offered to students enrolled in other degree programmes. In this case, the distribution of the remaining places is a matter for the course instructor.

## **§ 12 Master Thesis**

- (1) Students must write a Master thesis in English during the Master's degree programme *International Management*, and they must attend the associated research seminar.
- (2) The term Master thesis refers to the academic paper, which serves to demonstrate students' ability to achieve adequate standards of content and methodology when independently addressing scholarly topics. The assignment for the master thesis shall be chosen in such a way that it is feasible and reasonable to expect students to complete the work within six months. A number of students may jointly address a topic, provided that the performance of each individual student can be assessed independently.
- (3) The topic of the master thesis must be assignable to one of the following required subjects: International Marketing, International Entrepreneurship and Innovation Management or International Financial Management.
- (4) The Master thesis is worth 24 ECTS points, while the associated research seminar is worth 6 ECTS points.
- (5) In accordance with Part B § 18 of the University Charter, the student must inform the Rector of Academic Affairs of the topic and the supervisor of the master thesis in writing prior to commencing work on the thesis. The topic and the supervisor are deemed to have been accepted, if the Rector of Academic Affairs does not issue a notice of prohibition within one month after receipt of the student's notice. A change of supervisor is admissible up to the submission of the master thesis.
- (6) The completed master thesis shall be submitted to the Rector of Academic Affairs in printed and in electronically readable form for the purpose of assessment. More specific instructions in this regard are decreed by the Rector of Academic Affairs with due consideration of the state of technological development. The supervisor shall assess the master thesis within two months from the time of submission.
- (7) It is recommended to agree the topic of the Master thesis at the end of the second semester. Students can engage in research efforts for their Master thesis while they are spending a semester studying at a foreign university.

## **§ 13 Examination Regulations**

- (1) The Master's degree programme is concluded by:
  - the successful completion of the courses pertaining to the required subjects, electives and options acc. to §§ 8, 9 and 10;
  - the proper completion of periods of time spent abroad acc. to § 5 (2) and § 6;
  - the production of a Master thesis and the completion of the associated research seminar acc. to § 12;
  - the positive assessment of the final examination by committee.
- (2) The final examination is conducted as an oral examination by an examination board and is comprised of:
  - the subject, to which the Master thesis is assigned, including the defence of the Master thesis;
  - a further subject as per § 5 para. 2: c, d or e, to be chosen by the student.
- (3) The registration to take the final examination by committee is conditional upon the positive assessment of all subjects, the excursions, the brief period of study abroad, and the semester at a foreign university, as well as the positive assessment of the Master thesis and of the associated research seminar.
- (4) Students are entitled to repeat examinations and courses in accordance with the stipulations contained in Part B of the University Charter: Study Matters, and the UA.

- (5) Subject grades are calculated in accordance with University Charter Part B: § 12 (8).
- (6) The degree certificate shall include the names of the subjects and the calculated grades, the grades for the examination by committee, and the title of the Master thesis, along with the grade achieved.
- (7) The overall assessment of the degree programme is carried out according to § 73 para. 3 UA.

#### **§ 14 Effective Validity**

- (1) This curriculum comes into force on the 1<sup>st</sup> of October 2011, following formal announcement in the University Bulletin of Klagenfurt, and applies to all students who commence their Master's degree from the winter semester 2011 onwards.
- (2) The amendments to the curriculum, announced in the University Bulletin dated 22<sup>nd</sup> January 2014, Issue 9, No. 62, come into effect as of the 1<sup>st</sup> of October 2014. As the amendments are of a non-structural kind, all students enrolled in the Master's degree programme at this time are automatically subjected to the amended curriculum from this point onwards.

## Appendix: Recommended course of study

The table below describes the recommended course of study. Courses are scheduled in a cyclical pattern, in line with the recommended course of study. Students are advised to follow the structure presented below, in order to avoid delays in their studies.

| Semester   | Course  | ECTS points | Type |
|--|---|-------------|------|
| 1  | <b>Principles of International Business</b>   |             |      |
|  | International Economics   | 2           | L LC |
|  | International HRM and Organizational Behavior   | 2           |      |
|  | <b>International Marketing</b>  |             |      |
|  | International Marketing   | 3           | L C  |
|  | Cases in International Marketing  | 3           |      |
|  | <b>International Entrepreneurship and Innovation Management</b>   |             |      |
|  | International Entrepreneurship  | 3           | L C  |
|  | Cases in International Entrepreneurship   | 3           |      |
|  | <b>International Financial Management</b>   |             |      |
| International Financial Reporting  | 3   | L C         |      |
| Cases in International Financial Reporting                                       | 3   |             |      |
| <b>Cultural Skills in SEE and CEE</b>  |   |             |      |
| Cultural Skills and Economic Issues in SEE and CEE Study Excursion to SEE or CEE | 3   | LC EX       |      |
|  |   | 2           |      |
| <b>Options</b>   |   | 3           |      |
|  | <i>Information and Initial Organization of the Full Semester Study Abroad</i>   |             |      |
| 2  | <b>Principles of International Law</b>  | 2           | L    |
|  | <b>International Marketing</b>  | 3           |      |
|  | International Consumer Behavior and Communication   |             | L    |
|  | <b>International Entrepreneurship and Innovation Management</b>   | 3           |      |
|  | Innovation Management in International Context  |             | L    |
|  | <b>International Financial Management</b>   | 3           |      |
|  | International Financial Instruments   |             | L    |
|  | <b>Electives I: Specialisation in International Management (two of three)</b> International Management: Cases in International Consumer Behavior and Communication (3 ECTS points)  | 6           | C    |
|  | International Entrepreneurship and Innovation Management: Cases in International Innovation Management (3 ECTS points)  |             |      |
|  | International Financial Accounting: Cases in International Financial Instruments (3 ECTS points)  |             |      |
| <b>Cultural Skills in SEE and CEE</b>  |   |             |      |
| Cultural Skills in SEE and CEE   | 2   | LC EX       |      |
| Short Time Study Abroad in SEE/CEE   | 8   |             |      |
| <b>Options</b>   | 3   |             |      |
|  | <i>Announcement of the Topics of the Master Theses</i>  |             |      |
|  | <i>Final Organization of the Full Semester Study Abroad</i>   |             |      |
| 3  | <b>Global Cultural Skills</b>   | 6           | SE   |
|  | <b>Study Abroad (Full Semester)</b>   | (18)        |      |
|  | <b>(Not Home Country and Not Country of Mother Tongue)</b>  |             |      |
|  | <b>Electives II: Advanced Cultural Skills (Two of Four)</b> Politics and Economics (4.5 ECTS points) Culture and History (4.5 ECTS points) Language Skills (4.5 ECTS points) Gender Issues in Culture and Business (4.5 ECTS points)                | 9           |      |
|  | <b>Electives III: Advances in International Management (two of three)</b> International Marketing (4.5 ECTS points) International Entrepreneurship and Innovation Management (4.5 ECTS points) International Financial Management (4.5 ECTS points) | 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>  |      |