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Curriculum

for the Master's degree programme

International Management

with the branches of study

- International Management
- International Management in the context of a joint degree programme

Degree programme code L 066 908

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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 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), including participation in the assessment procedure.
- (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, International Innovation Management and Entrepreneurship, International Financing and Financial Reporting, International Production Management and Logistics, as well as relevant 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 natural environment (§ 1 UA). 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 post-secondary educational institution, 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 practical 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 Business, International Law, International Marketing, International Innovation Management and Entrepreneurship, International Financial Management, International Operations Management, and Logistics and Cultural Skills. Learning outcomes in the areas of International Business and International Law should contribute to the development of problem-solving skills in the field of Economics as well as in the fields of Services, Human Resources Management and with regard to legal issues. The subject International Marketing should qualify students to work autonomously in the areas of international market and customer analysis and development, and international marketing design. The area of International Innovation Management and Entrepreneurship teaches students an understanding of growth through internationalisation, which will also serve them well in their professional careers. The area of

International Financial Management conveys knowledge about Financial Reporting and Financial Instruments, and teaches students how to deal with problems in these areas. The subject International Operations Management and Logistics allows students to gain knowledge about processes and operational activities in the field of Production Management and Logistics. Furthermore, cultural sensitivity and the ability to competently deal with other cultures are nurtured through the compulsory periods abroad/mobility (academic excursion to SEE or CEE, brief study period abroad in SEE or CEE, as well as the compulsory semester spent studying abroad in a country where the language spoken is not the student's native language). Within the context of the academic excursion and the brief study period abroad students will be encouraged to develop an understanding of cultural differences and the necessary skills to deal professionally with these differences. During the semester spent abroad studying, students can further expand their existing expertise and focus on various specific areas, in order to gain additional problem-solving skills. Once this specialised training has been completed, students have the option to apply and test the acquired knowledge within the scope of a relevant internship, which lasts six weeks. Subsequently, they are encouraged to reflect upon their new experiences in a linked seminar. Finally, in the course of writing a Master Thesis and the two accompanying seminars, students are also equipped with the skills required for scientific work.

- (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.
 - Analyse the impact of decisions taken in the field of Production Management, Logistics and Supply Chain Management, with due regard for international considerations.
 - Apply methods and instruments from Production Management and Logistics to solve problems in an international context.
 - 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.
- (4) The branch of study "International Management in the context of a joint degree programme" provides for an additional option in the curriculum. If a valid Double/Joint/Multiple Degree contract exists between Klagenfurt University and a partner institution, students shall be given the opportunity to gain a Double/Joint/Multiple Degree. Student places are limited. Details are governed by the Double/Joint/Multiple Degree contract between Klagenfurt University and the respective partner institution. A list of existing Double/Joint/Multiple Degree contracts can be accessed by visiting the International Management website (www.aau.at/im). The choice of the branch of study "International Management in the context of a joint degree programme" is conditional upon successful nomination based on the applicable agreement, as set out in § 51 para. 2 subpara. 27 UA.

§ 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 for the Master's degree programme International Management (pursuant to § 71e UA).

- (2) Due to the fact that the Master's degree programme International Management is taught exclusively in English, the Rectorate is entitled to regulate admission on the basis of an entrance examination in accordance with § 71e para. 4 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 48 ECTS points worth of Required Subjects, 34 ECTS points worth of Electives, and 9 ECTS points worth of Options (here, 9 ECTS points can be acquired by completing a relevant internship including the associated seminar for scientific reflection of the experience). 25 ECTS points are assigned to the Master thesis, and 4 ECTS points are assigned to the associated research seminars. The programme is concluded with a comprehensive final examination conducted by an examination board. During their studies, students enrolled in the branch of study „International Management“ must complete an academic excursion and a brief period of study abroad in SEE or CEE, as well as a semester at a foreign university. Students enrolled in the branch of study „International Management in the context of a joint degree programme“ must deliver the achievements at the partner institution, complying with the provisions set out in the respective Double/Joint/Multiple Degree contract. In the case of the branch of study „International Management in the context of a joint degree programme“, the academic excursion can be replaced with courses, which deal with cultural topics.

Subject	ECTS
Required Subjects	48
Principles of International Business	4.5
Principles of International Law	1.5
International Marketing	6
International Entrepreneurship and Innovation Management	6
International Financial Management	6
International Operations Management and Logistics	6
Cultural Skills in SEE and CEE	12

Global Cultural Skills	6
Elective Subjects	34
Electives I: Specialisation in International Management	16
Electives II: Advanced Cultural Skills	6
Electives III: Advances in International Management	12
Options	9
Master thesis with two associated seminars	25 + 4
Total	120

- (2) The following provisions shall apply to the branch of study “International Management”: 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:

1. **Principles of International Business (4.5 ECTS points)** convey the fundamental economic, service-oriented and organisational principles of International Management.
2. **Principles of International Law (1.5 ECTS points)** convey the fundamental principles within the international legal framework.
3. **International Marketing (6 ECTS points)** conveys market analysis, consumer behaviour, communication and market strategies in an international context.
4. **International Entrepreneurship and Innovation Management (6 ECTS points)** conveys the fundamental principles of business foundation, innovation strategies, and growth strategies in an international context.
5. **International Financial Management (6 ECTS points)** conveys fundamental principles of financial reporting, financing and financial analysis in an international context.
6. **International Operations Management and Logistics (6 ECTS points)** conveys production and supply chain strategy, process analysis, capacity analysis, inventory management, planning, forecasting and cooperation in an international context.
7. **Cultural Skills in SEE and CEE (12 ECTS points)** convey economic, historical, political, socio-cultural and gender-specific particularities of the SEE and CEE regions.
8. **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

9. **Electives I: Specialisation in International Management (16 ECTS points).** Students must select four courses across two semesters (each course is worth 4 ECTS points) from the four specialisations in the areas of International Marketing, International Entrepreneurship and Innovation Management, International Financial Management, and International Operations Management and Logistics.
10. **Electives II: Advanced Cultural Skills (6 ECTS points)** comprise courses chosen by the student. The following areas are recommended: 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.
11. **Electives III: Advances in International Management (12 ECTS points)** comprise courses chosen by the student. The following areas are recommended: International Marketing, International Entrepreneurship and Innovation Management, International Financial Management, and International Operations Management and Logistics. 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

12. **Options (9 ECTS points).** Students must complete Options worth 9 ECTS points. They serve to round off and consolidate the Master's degree programme. Any course completed at an approved domestic or foreign post-secondary educational institution 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. Students also have the option to earn 9 ECTS points by completing a relevant internship (8 ECTS points for the practical internship + 1 ECTS point for the associated seminar) (refer to § 13).
- (3) The following provisions shall apply to the branch of study "International Management in the context of a joint degree programme": Courses worth a combined total of 60 ECTS points must be completed at the partner institution. Details are governed by the respective Double/Joint/Multiple Degree contract. The number of compulsory ECTS points that must be earned in each subject area in order to successfully gain a Double/Joint/Multiple Degree, is listed below. 32 ECTS points must be achieved in the area of Business Administration and Economics. Students must earn a total of 20 ECTS points in the area of Cultural Skills (this includes culture, history, languages, or courses with a focus on gender issues). The Options completed must add up to 6 ECTS points. The remaining 2 ECTS points are assigned to the completion of a research seminar. The language of instruction used in courses during the semester spent at the partner university is a matter of choice for the respective student, but the student shall not select courses offered in his/her native language (exception: English). Courses worth 60 ECTS points must be completed at Klagenfurt University. Any academic assignments and examinations completed within the scope of the Required Subjects or the Electives taught at Klagenfurt University must be performed in English. Following courses must be completed at Klagenfurt University.

Required Subjects:

1. **Principles of International Business (4.5 ECTS points)** convey the fundamental economic, service-oriented and organisational principles of International Management.
2. **Principles of International Law (1.5 ECTS points)** convey the fundamental principles within the international legal framework.

3. **International Marketing (3 ECTS points)** conveys market analysis, consumer behaviour, communication and market strategies in an international context.
4. **International Entrepreneurship and Innovation Management (3 ECTS points)** conveys the fundamental principles of business foundation, innovation strategies, and growth strategies in an international context.
5. **International Financial Management (3 ECTS points)** conveys fundamental principles of financial reporting, financing and financial analysis in an international context.
6. **International Operations Management and Logistics (3 ECTS points)** conveys production and supply chain strategy, process analysis, capacity analysis, inventory management, planning, forecasting and cooperation in an international context.
7. **Cultural Skills in SEE and CEE (4 ECTS points)** convey economic, historical, political, socio-cultural and gender-specific particularities of the SEE and CEE regions.

Elective Subjects

8. **Electives I: Specialisation in International Management (8 ECTS points)**. Students must select two courses in one semester (each course is worth 4 ECTS points) from the four specialisations in the areas of International Marketing, International Entrepreneurship and Innovation Management, International Financial Management, and International Operations Management and Logistics.

Options

9. **Options (3 ECTS points)**. Students must complete Options worth 3 ECTS points. They serve to round off and consolidate the Master's degree programme. Any course completed at an approved domestic or foreign post-secondary educational institution can be recognised. It is further recommended that students generally pursue the in-depth study of Cultural Skills (language, history etc.) or of gender-specific contents. Students also have the option to earn 9 ECTS points by completing a relevant internship (8 ECTS points for the practical internship + 1 ECTS point for the associated seminar) (refer to § 13).

§ 6 Studying Abroad/Mobility

- (1) Students enrolled in the branch of study "International Management" must complete the following during the course of their degree programme: (1) an excursion ("Study Excursion to SEE or CEE"), (2) a brief period of study abroad ("Short Time Study Abroad on SEE/CEE") as well as (3) a semester spent studying abroad ("Full Semester Study Abroad").

Students must complete the full semester of study at a recognised post-secondary educational institution abroad. 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 (exception: English). 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 post-secondary educational institution 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 (VO)** 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 (KS) 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 (VC) 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 KS, SE, VC 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

(1) The branch of study "International Management" comprises Required Subjects worth 48 ECTS points. The following table lists the course names and course types that constitute the respective Required Subjects.

Required Subjects	Courses	Type	ECTS points
	International Economics	VO	1.5
Principles of International Business	International Services	VC	1.5
	International HRM and Organizational Behaviour	VC	1.5
			Total: 4.5
Principles of International Law	Principles of International Law	VO	1.5
			Total: 1.5
International Marketing	International Marketing	VO	3
	International Consumer Behaviour and Communication	VO	3
			Total: 6
International Entrepreneurship and Innovation Management	International Entrepreneurship	VO	3
	Innovation Management in International Context	VO	3
			Total: 6

International Financial Management	International Financial Reporting	VO	3
	International Financial Instruments	VO	3
			Total 6
International Operations Management and Logistics	International Operations Management and Logistics I	VO	3
	International Operations Management and Logistics II	VO	3
			Total 6
Cultural Skills in SEE and CEE	Cultural Skills in SEE and CEE I	VC	2
	Study Excursion to SEE or CEE	EX	2
	Cultural Skills in SEE and CEE II	VC	2
	Short Time Study Abroad in SEE/CEE	EX	6
			Total: 12
Global Cultural Skills	Global Cultural Skills	SE	6
			Total: 6
			Total: 48

- (2) The branch of study “International Management in the context of a joint degree programme” comprises Required Subjects worth 22 ECTS points, which must be completed at Klagenfurt University. The table below lists the course names and course types that constitute the respective Required Subjects to be completed at Klagenfurt University. The remaining Required Subjects worth a total of 26 ECTS points must be distributed as follows. Students must earn 12 ECTS points in the area of business administration and economics, and 14 ECTS points in the area of Cultural Skills. All 26 ECTS points must be achieved at the partner institution. The determination regarding which of the partner institution’s courses can be defined as Required Subjects is carried out in consultation with the Programme Director of International Management.

Required Subjects	Courses	Type	ECTS points
Principles of International Business	International Economics	VO	1.5
	International Services	VC	1.5
	International HRM and Organizational Behaviour	VC	1.5
			Total: 4.5
Principles of International Law	Principles of International Law	VO	1.5
			Total: 1.5
	International Marketing	VO	3
International Marketing			Total: 3
International Entrepreneurship and Innovation Management	International Entrepreneurship	VO	3
			Total: 3
International Financial Management	International Financial Reporting	VO	3
			Total 3
International Operations Management and Logistics	International Operations Management and Logistics I	VO	3
			Total 3
Cultural Skills in SEE and CEE	Cultural Skills in SEE and CEE I	VC	2
	Study Excursion to SEE or CEE	EX	2

		Total:	4
		Total:	22
Courses from the area of business administration or economics at the partner institution(s)	VC ¹⁾		12
Courses from the area of Cultural Skills at the partner institution(s)	VC ¹⁾		14
		Total:	26
		Total:	48
¹⁾ Recommended course type and ECTS points in accordance with available local options.			

§ 9 Electives

- (1) Electives are those subjects, which students can select from the subjects listed in the curriculum. Students must complete Electives worth a total of 34 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) In the branch of study “International Management”, students must complete courses and examinations from Electives II: Advanced Cultural Skills (6 ECTS points) and Electives III: Advances in International Management (12 ECTS points) during the semester spent studying at a foreign post-secondary educational institution. The Programme Director shall rule on the recognition of further specialisations/areas of study.

Electives	Courses	Type	ECTS points
Electives I: Specialisation in International Management (Students must select four of the following specialisations)	Cases in International Marketing	KS	4
	Cases in International Consumer Behaviour and Communication	KS	4
	Cases in International Entrepreneurship	KS	4
	Cases in International Innovation Management	KS	4
	Cases in International Financial Instruments	KS	4
	Cases in International Financial Reporting	KS	4
	Cases in International Operations Management and Logistics I	KS	4
	Cases in International Operations Management and Logistics II	KS	4
	Total selected:		16
Courses to be completed within the scope of the semester of study abroad			
Electives II: Advanced Cultural Skills (Recommended specialisation/study areas)	Politics and Economics	VC ¹⁾	1)
	Culture and History	VC ¹⁾	1)
	Language Skills	VC ¹⁾	1)
	Gender Issues in Culture and Business	VC ¹⁾	1)
	Total selected:		6
Electives III: Advances in International Management (Recommended specialisation/study areas)	International Marketing	VC ¹⁾	1)
	International Entrepreneurship and Innovation Management	VC ¹⁾	1)
	International Financial Management	VC ¹⁾	1)
	International Operations Management and Logistics	VC ¹⁾	1)
	Total selected:		12

	Total: 34
¹⁾ Recommended course type and ECTS points in accordance with available local options.	

- (3) In the branch of study “International Management in the context of a joint degree programme”, students must complete Electives worth 8 ECTS points at Klagenfurt University. The remaining Electives worth a total of 26 ECTS points must be distributed as follows. Students must earn 20 ECTS points in the area of business administration and economics, and 6 ECTS points in the area of Cultural Skills. The determination regarding which of the partner institution’s courses can be defined as Electives is carried out in consultation with the Programme Director of International Management

Electives	Courses	Type	ECTS points
Electives I: Specialisation in International Management (Students must select two of the following specialisations)	Cases in International Marketing	KS	4
	Cases in International Entrepreneurship	KS	4
	Cases in International Financial Reporting	KS	4
	Cases in International Operations Management and Logistics I	KS	4
	Total selected:		8
Courses from the area of business administration or economics at the partner institution(s)		VC ¹⁾	20
Courses from the area of Cultural Skills at the partner institution(s)		VC ¹⁾	6
			Total: 26
			Total: 34
¹⁾ Recommended course type and ECTS points in accordance with available local options.			

§ 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 post-secondary educational institutions. 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 9 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.
- (3) Within the scope of the Options, students can also elect to complete a relevant internship. Students must earn 8 ECTS points within the scope of the internship. Subsequently, students reflect upon the internship in an associated seminar worth 1 ECTS point (refer to § 13).

§ 11 Courses with a Limited Number of Participants

- (1) All courses listed under § 8 (with the exception of the lecture VO) 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 seminars.
- (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, International Financial Management, or International Operations Management and Logistics.
- (4) The Master thesis is worth 25 ECTS points, while the associated research seminars are worth 4 ECTS points.
- (5) Students enrolled in the branch of study "International Management in the context of a joint degree programme" are advised to complete one of the two research seminars while at the partner university.
- (6) 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.
- (7) 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.
- (8) 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 abroad.

§ 13 Provisions Regarding the Completion of a Relevant Internship

- (1) During the course of the Master's degree programme students can complete a relevant work internship in a domestic or foreign company, public administration, or with a non-profit organisation in order to test and apply the acquired knowledge and skills in a practical setting. This internship and the associated scientific reflection seminar can replace the entire set of Options.
- (2) Ideally, the internship shall take the form of a project. The practical project or the internship requires prior approval by a supervising university lecturer.
- (3) The internship must have a minimum duration of 200 hours, and it is assigned 8 ECTS points.
- (4) Once the internship has been completed, students must attend a seminar worth 1 ECTS point, in which they process and scientifically reflect upon the practical experiences gained, recording their insights in a written report.

- (5) During the internship, students are permitted to complete courses with an imminent examination character.
- (6) It is recommended to schedule the internship so that it takes place during semester breaks.
- (7) Students enrolled in the branch of study "International Management in the context of a joint degree programme" are also entitled to complete an internship.

§ 14 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;
 - in the branch of study "International Management", the proper completion of periods of time spent abroad acc. to § 5 (2) and § 6;
 - in the branch of study "International Management in the context of a joint degree programme", the proper completion of two semesters at the partner university;
 - the production of a Master thesis and the completion of the associated research seminars acc. to § 12;
 - the positive assessment of the final examination by committee.
- (2) If positive, the assessment of the internship shall be defined as "completed with success", while a negative assessment is defined as "completed without success". The same mode of assessment may also be applied to the associated seminar, if the assessment scale "excellent" (1) to "insufficient" (5) in the sense of § 73 para. 1 subpara. 1 UA is deemed inexpedient.
- (3) 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: 3, 4, 5, or 6, to be chosen by the student.
- (4) 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 abroad, as well as the positive assessment of the Master thesis and of the associated research seminars.
- (5) 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.
- (6) Subject grades are calculated in accordance with University Charter Part B: § 12 (8).
- (7) 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.
- (8) The overall assessment of the degree programme is carried out according to § 73 para. 3 UA.

§ 15 Use of Languages Other than German

The courses and oral and written examinations pertaining to the Master's degree programme International Management are held in English; the Master thesis as well as other academic assignments must be written in English. The language of instruction in courses and examinations during the semester spent studying abroad in the branch of study "International Management" are a matter of choice for the respective student, but the student shall not select courses offered in his/her native language. The language of instruction in courses and examinations in the branch of study "International Management in the context of a joint degree programme", which are completed at the partner institution(s), is governed by the Double/Joint/Multiple Degree contract between Klagenfurt University and the respective partner institution(s).

§ 16 Effective Validity

- (1) This curriculum comes into force on the 1st of October 2016, following formal announcement in the University Bulletin of Klagenfurt University, and applies to all students who commence their Master's degree from the winter semester 2016/2017 onwards.

§ 17 Transitional Provisions

- (1) Students enrolled in the Master's degree program prior to the winter semester of 2016/2017, are entitled to complete these studies under the hitherto applicable provisions within a timeframe consisting of the scheduled study period plus one semester, i.e. no later than the 30th April 2019. If the degree program is not completed on time, the student has to pursue her/his studies according to the provisions of the amended curriculum for the Master's degree programme. Furthermore, students are entitled to voluntarily transition to the provisions of the amended curriculum at any point in time.

Appendix I: Recommended course of study for the branch of study “International Management”

The table below describes the recommended course of study. Courses are scheduled in a cyclical pattern. Students are advised to follow the structure presented below.

Semester	Course	ECTS points	Type
1	Principles of International Business		
	International Economics	1.5	VO
	International Services	1.5	VC
	International HRM and Organizational Behaviour	1.5	VC
	Principles of International Law	1.5	VO
	1. International Marketing		
	International Marketing	3	VO
	2. International Entrepreneurship and Innovation Management		
	International Entrepreneurship	3	VO
	3. International Financial Management		
	International Financial Reporting	3	VO
4. International Operations Management and Logistics			
International Operations Management and Logistics I	3	VO	
EITHER: Two out of four cases:			
1. International Marketing			
Cases in International Marketing	4	KS	
2. International Entrepreneurship and Innovation Management			
Cases in International Entrepreneurship	4	KS	
3. International Financial Management			
Cases in International Financial Reporting	4	KS	
4. International Operations Management and Logistics			
Cases in International Operations Management and Logistics I	4	KS	
Cultural Skills in SEE and CEE			
Cultural Skills and Economic Issues in SEE and CEE	2	VC	
Study Excursion to SEE or CEE	2	EX	
<i>Information and Initial Organization of the Full Semester Study Abroad</i>			
2	1. International Marketing		
	International Consumer Behaviour and Communication	3	VO
	2. International Entrepreneurship and Innovation Management		
	Innovation Management in International Context	3	VO
	3. International Financial Management		
	International Financial Instruments	3	VO
	4. International Operations Management and Logistics		
	International Operations Management and Logistics II	3	VO
	EITHER: Two out of four cases:		
	1. International Marketing		
	Cases in International Consumer Behaviour and Communication	4	KS
2. International Entrepreneurship and Innovation Management			
Cases in Innovation Management in International Context	4	KS	
3. International Financial Management			
Cases in International Financial Instruments	4	KS	
4. International Operations Management and Logistics			
Cases in International Operations Management and Logistics II	4	KS	
Cultural Skills in SEE and CEE			
Cultural Skills in SEE and CEE	2	VC	
Short Time Study Abroad in SEE/CEE	6	EX	
Research Seminar Part I	2	SE	
<i>Announcement of the Topics of the Master Theses</i>			
<i>Final Organization of the Full Semester Study Abroad</i>			
3	Global Cultural Skills	6	SE
	Study Abroad (Full Semester, not Home Country and not Country of Mother Tongue)	(18)	
	Electives II: Advanced Cultural Skills	6	
	Recommended areas within Advanced Cultural Skills:		
<ul style="list-style-type: none"> • Politics and Economics • Culture and History • Language Skills • Gender Issues in Culture and Business 			
Electives III: Advances in International Management	12		
Recommended areas within Advances in International Management:			
<ul style="list-style-type: none"> • International Marketing • International Entrepreneurship and Innovation Management 			

	<ul style="list-style-type: none"> International Financial Management International Operations Management and Logistics 		
	Options (possibility of an Internship + Scientific reflection (offered in semester 4))	6	
4	Research Seminar Part II	2	SE
	Options	3	
	Scientific reflection of the internship in International Management (only for those who completed an internship)	1	SE
	Master Thesis	25	
	Examination Before a Committee		
SUM		120	

Appendix II: Recommended course of study for the branch of study “International Management in the context of a joint degree programme”

The table below describes the recommended course of study. Courses are scheduled in a cyclical pattern. Students are advised to follow the structure presented below.

Semester	Course	ECTS points	Type
1	Principles of International Business		
	International Economics	1.5	VO
	International Services	1.5	VC
	International HRM and Organizational Behaviour	1.5	VC
	Principles of International Law	1.5	VO
	1. International Marketing		
	International Marketing	3	VO
	2. International Entrepreneurship and Innovation Management		
	International Entrepreneurship	3	VO
	3. International Financial Management		
	International Financial Reporting	3	VO
	4. International Operations Management and Logistics		
	International Operations Management and Logistics I	3	VO
	EITHER: Two out of four cases:		
1. International Marketing			
Cases in International Marketing	4	KS	
2. International Entrepreneurship and Innovation Management			
Cases in International Entrepreneurship	4	KS	
3. International Financial Management			
Cases in International Financial Reporting	4	KS	
4. International Operations Management and Logistics			
Cases in International Operations Management and Logistics	4	KS	
Cultural Skills in SEE and CEE			
Cultural Skills and Economic Issues in SEE and CEE	2	VC	
Study Excursion to SEE or CEE	2	EX	
	<i>Information and Initial Organization of the Full Semester Study Abroad</i>		
2 + 3	Double/Joint/Multiple Degree Stay at a Partner University		
	Business Administration and Economics (Required Subjects: 12 ECTS points and Electives: 20 ECTS points)	32	
	Cultural Skills (Required Subjects: 14 ECTS points and Electives: 6 ECTS points)	20	
	Research Seminar Part I	2	SE
	Options (possibility of an Internship + Scientific reflection (offered in semester 4))	6	
	<i>Announcement of the Topics of the Master Theses</i>		
4	Research Seminar Part II	2	SE
	Options	3	
	Scientific reflection of the internship in International Management (only for those who completed an internship)	1	SE
	Master Thesis	25	
	Examination Before a Committee		
TOTAL		120	

Appendix III: Equivalence Table

Please note: The equivalence table only applies to examinations completed at Klagenfurt University.

NEW Master's degree programme : § 8 Courses from Required Subjects				OLD Master's degree programme : § 8 Courses from Required Subjects				
Required Subjects	Courses	Type	ECTS points		Required Subjects	Courses	Type	ECTS points
Principles of International Business	International Economics	VO	1.5		Principles of International Business	International Economics	VO	2
	International Services	VC	1.5			no equivalent course in the old curriculum		
	International HRM and Organizational Behaviour	VC	1.5			International HRM and Organizational Behaviour	VC	2
Principles of International Law	Principles of International Law	VO	1.5		Principles of International Law	Principles of International Law	VO	2
International Marketing	International Marketing	VO	3		International Marketing	International Marketing	VO	3
	International Consumer Behaviour and Communication	VO	3			International Consumer Behaviour and Communication	VO	3
International Entrepreneurship and Innovation Management	International Entrepreneurship	VO	3		International Entrepreneurship and Innovation Management	International Entrepreneurship	VO	3
	Innovation Management in International Context	VO	3			Innovation Management in International Context	VO	3
International Financial Management	International Financial Reporting	VO	3		International Financial Management	International Financial Reporting	VO	3
	International Financial Instruments	VO	3			International Financial Instruments	VO	3
International Operations Management and Logistics	International Operations Management and Logistics I	VO	3		International Operations Management and Logistics	no equivalent course in the old curriculum		
	International Operations Management and Logistics II	VO	3			no equivalent course in the old curriculum		
Cultural Skills in SEE and CEE	Cultural Skills in SEE and CEE I	VC	2		Cultural Skills in SEE and CEE	Cultural Skills in SEE and CEE I	VC	3
	Study Excursion to SEE or CEE	EX	2			Study Excursion to SEE or CEE	EX	2
	Cultural Skills in SEE and CEE II	VC	2			Cultural Skills in SEE and CEE II	VC	2
	Short Time Study Abroad in SEE/CEE	EX	6			Short Time Study Abroad in SEE/CEE	EX	8
Global Cultural Skills	Global Cultural Skills	SE	6		Global Cultural Skills	Global Cultural Skills	SE	6

NEW Master's degree programme: § 9 Courses from Electives				OLD Master's degree programme: § 8 Courses from Required Subjects			
Electives	Courses	Type	ECTS points	Required Subjects	Courses	Type	ECTS points
(1) Electives I: Specialisation in International Management (students must select 4 of the following specialisations)	Cases in International Marketing	KS	4	International Marketing	Cases in International Marketing	KS	3
	Cases in International Entrepreneurship	KS	4	International Entrepreneurship and Innovation Management	Cases in International Entrepreneurship	KS	3
	Cases in International Financial Instruments	KS	4	International Financial Management	Cases in International Financial Reporting	KS	3

NEW Master's degree programme: § 9 Courses from Electives				OLD Master's degree programme: § 9 Courses from Electives			
Electives	Courses	Type	ECTS points	Electives	Courses	Type	ECTS points
(1) Electives I: Specialisation in International Management (students must select 4 of the following specialisations)	Cases in International Consumer Behaviour and Communication	KS	4	(1) Electives I: Specialisation in International Management (students must select 2 of the following specialisations)	Cases in International Consumer Behaviour and Communication	KS	3
	Cases in International Innovation Management	KS	4		Cases in International Innovation Management	KS	3
	Cases in International Financial Reporting	KS	4		Cases in International Financial Reporting	KS	3
	Cases in International Operations Management and Logistics I	KS	4		no equivalent course in the old curriculum		
	Cases in International Operations Management and Logistics II	KS	4		no equivalent course in the old curriculum		
Electives II: Advanced Cultural Skills	Politics and Economics	VC ¹⁾	1)	Electives II: Advanced Cultural Skills (students must select 2 of the following areas)	Politics and Economics	VC ¹⁾	4.5
	Culture and History	VC ¹⁾	1)		Culture and History	VC ¹⁾	4.5
	Language Skills	VC ¹⁾	1)		Language Skills	VC ¹⁾	4.5
	Gender Issues in Culture and Business	VC ¹⁾	1)		Gender Issues in Culture and Business	VC ¹⁾	4.5
Electives III: Advances in International Management	International Marketing	VC ¹⁾	1)	Electives III: Advances in International Management (students must select 2 of the following areas)	International Marketing	VC ¹⁾	4.5
	International Entrepreneurship and Innovation Management	VC ¹⁾	1)		International Entrepreneurship and Innovation Management	VC ¹⁾	4.5
	International Financial Management	VC ¹⁾	1)		International Financial Management	VC ¹⁾	4.5
	International Operations Management and Logistics	VC ¹⁾	1)		no equivalent course in the old curriculum		
¹⁾ Recommended course type and ECTS points in accordance with available local options.				¹⁾ Recommended course type in accordance with available local options.			

NEW Master's degree programme: § 12 Master Thesis				OLD Master's degree programme: § 12 Master Thesis			
MA Thesis	Master Thesis		25	MA Thesis	Master Thesis		24
	Research Seminar Part I	SE	2		Research Seminar	SE	6
	Research Seminar Part II	SE	2				