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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 double degree programme with La Rochelle Business School: Double degree programme International Management (UNI-KLU) and Master in Management (LRBS)

Degree programme code L 066 908

Effective date: 1 October 2019

Curriculum for the Master’s Degree Programme

“International Management”

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Section 1 General remarks

- (1) The Master's degree programme in International Management has a scope of 120 ECTS credits. This corresponds to a planned study duration of 4 semesters. In accordance with Section 54 (1) of the Universities Act (hereafter: UA), the Master's degree programme in 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 (Section 54 (2) UA). The workload is comprised of the element of independent study as well as the semester and contact hours, including participation in the assessment procedure.
- (3) The Master's degree programme in 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 (Section 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's 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 restricted electives. In addition, students can select gender-relevant courses from the full range of courses on offer at the University of Klagenfurt or any other recognised domestic or foreign post-secondary educational institution, in order to specialise in this area.
- (6) Provided a valid agreement is in place between the University of Klagenfurt and La Rochelle Business School (LRBS) pursuant to Section 51 (2/26) and Section 54d UA regarding the implementation of a joint programme of studies, students may choose to complete either of the following branches of study in the third and fourth semesters of their degree programme:
 1. "International Management" or
 2. "International Management in the context of a double degree programme with La Rochelle Business School" (title: Double degree programme "International Management" (UNI-KLU) and "Master in Management" (LRBS))

- (7) The places available for the branch of study “International Management in the context of a double degree programme with La Rochelle Business School” are limited. Details are laid down in the respective applicable agreement on the implementation of a joint programme of studies. Students can only select the branch of study “International Management in the context of a double degree programme with La Rochelle Business School”, following their successful nomination on the basis of the respective agreement. Candidates are selected on the basis of the assessment in the application phase as well as on their academic progress and their grade point average in the first semester. Candidates are nominated by the University of Klagenfurt in consultation with La Rochelle Business School.

Section 2 Qualification profile

- (1) The Master’s degree programme in 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 in 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 in 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's 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 in 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.

Section 3 Admission requirements

(1) The admission to a Master's degree programme is contingent 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 (Section 64 (5) UA). The

Bachelor's degree programmes Applied Business Administration, Business Administration, Information Management, Business and Law, and International Business and Economics at the University of Klagenfurt qualify as relevant in any case.

- (2) Applicants for admission to the Master's programme in International Management whose first language is not English must demonstrate a knowledge of English equivalent to at least level C1 in accordance with the Common European Framework of Reference for Languages (CEFR).

Section 4 Academic degree

- (1) Graduates of the Master's degree programme in International Management who complete the branch of study "International Management" are awarded the academic degree "Master" accompanied by "of Science" (abbreviated to: "MSc"). When used, the academic degree must follow the name.
- (2) After completing all academic requirements, graduates of the Master's degree programme in International Management who complete the branch of study "International Management in the context of a double degree programme with La Rochelle Business School" receive a Master's Degree Certificate, a Notice of Award and a Diploma Supplement from La Rochelle Business School. Once the University of Klagenfurt has been informed of the completion of all academic requirements, the university issues a Notice of Award and a Diploma Supplement. The Notice of Award (or alternatively the Diploma Supplement) of both institutions, La Rochelle Business School and the University of Klagenfurt, contains a declaration confirming that the completed degree programme is a double degree programme. Graduates are awarded the academic degree "Master" accompanied by "of Science" (abbreviated to: "MSc"). When used, the academic degree must follow the name.

Section 5 Structure and organisation of the degree programme

- (1) The Master's degree programme in International Management with the branch of study "International Management" is comprised of 48 ECTS points worth of required subjects, 34 ECTS points worth of restricted electives, and 9 ECTS points worth of unrestricted 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's 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.

| Subject/academic achievement | Designation | | Intended learning outcomes | ECTS credits |
|------------------------------|-------------|---|--|--------------|
| Required subjects | 1 | Principles of International Business | After successful completion of the subject, students have an understanding of the fundamental economic, service-oriented and organisational principles of International Management. | 4.5 |
| | 2 | Principles of International Law | After successful completion of the subject, students have a basic understanding of the law in an international context. | 1.5 |
| | 3 | International Marketing | After successful completion of the subject, students have an understanding of the fundamental principles of market analysis, consumer behaviour, communication and market strategies in an international context. | 6 |
| | 4 | International Entrepreneurship and Innovation Management | After successful completion of the subject, students are able to grasp basic concepts, processes and theories of business foundation, innovation strategies, and growth strategies in an international context. | 6 |
| | 5 | International Financial Management | After successful completion of the subject, students have an understanding of the fundamental principles of financial reporting, financing and financial analysis in an international context. | 6 |
| | 6 | International Operations Management and Logistics | After successful completion of the subject, students have an understanding of the fundamental principles production and supply chain strategy, process analysis and capacity analysis. They further understand inventory management, planning, forecasting and cooperation in an international context. | 6 |
| | 7 | Cultural Skills in SEE and CEE | After successful completion of the subject, students are able to assess the economic, historical, political, socio-cultural and gender-specific particularities of the SEE and CEE regions. | 12 |
| | 8 | Global Cultural Skills | After successful completion of the subject, students are able to assess the 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. | 6 |
| Total: | | | | 48 |
| Restricted electives | 9 | Elective subjects I: Specialisation in International Management | After successful completion of the subject, students are able to understand and discuss selected concepts of international management by means of case studies. | 16 |
| | 10 | Elective subjects II: Advanced Cultural Skills | After successful completion of the subject, students are able to identify and discuss economic, historical, political, socio-cultural and gender-specific characteristics of the host | 6 |

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| | | | country or of the international context. | |
| | 11 | Elective subjects III: Advances in International Management | After successful completion of the subject, students are able to provide in-depth analysis of the content of the required subjects in the context of a host country or in an international context. | 12 |
| | Total: | | | 34 |
| Unrestricted options | 12 | Optional subjects | After successful completion of the subject, the students possess further individually selected competences and are able to apply these. | 9 |
| | Total: | | | 9 |
| Master's thesis with two associated research seminars | 13 | Research seminar I + II | After successful completion of the subject, students are able to apply the principles of good scientific practice to their written work. | 4 |
| | 14 | Master's thesis | After successful completion of the Master's thesis, students are able to independently derive and work on a scientific problem and to produce a thesis in accordance with scientific standards. | 25 |
| | Total: | | | 29 |
| | Total: | | | 120 |

- (2) The Master's degree programme in International Management with the branch of study "International Management in the context of a double degree programme with La Rochelle Business School" is comprised of 66 ECTS points worth of required subjects and 44 ECTS points worth of restricted electives. 10 ECTS points are assigned to the Master's thesis. During their studies, students enrolled in the branch of study "International Management in the context of a double degree programme with La Rochelle Business School" must complete an academic excursion and a brief period of study abroad in SEE or CEE, as well as completing semesters 3 and 4 at La Rochelle Business School. Students enrolled in the branch of study "International Management in the context of a double degree programme" must deliver the achievements at the partner institution, complying with the provisions set out in the respective Double/Joint/Multiple Degree contract. 32 ECTS points must be achieved at LRBS in the area of Business Administration and Economics. Students must earn a total of 12 ECTS points in the area of Cultural Skills (this includes culture, history, politics, languages, or courses with a focus on gender issues). Either a relevant internship or the module Sectorial Analysis, each comprising 6 ECTS credits, must be completed. The branch of study "International Management in the context of a double degree programme with La Rochelle Business School" stipulates that courses worth a total of 60 ECTS points must be completed at the University of Klagenfurt (AAU) and courses worth a total of 60 ECTS points must be completed at La Rochelle Business School. 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). Any academic assignments and examinations completed within the scope of the required subjects or the restricted electives taught at the University of Klagenfurt must be performed in English.

| Subject/academic achievement | Designation | | Intended learning outcomes | ECTS credits |
|------------------------------|---------------|--|--|--------------|
| Required subjects AAU | 1 | Principles of International Business | After successful completion of the subject, students have an understanding of the fundamental economic, service-oriented and organisational principles of International Management. | 4.5 |
| | 2 | Principles of International Law | After successful completion of the subject, students have a basic understanding of the law in an international context. | 1.5 |
| | 3 | International Marketing | After successful completion of the subject, students have an understanding of the fundamental principles of market analysis, consumer behaviour, communication and market strategies in an international context. | 6 |
| | 4 | International Entrepreneurship and Innovation Management | After successful completion of the subject, students are able to grasp basic concepts, processes and theories of business foundation, innovation strategies, and growth strategies in an international context. | 6 |
| | 5 | International Financial Management | After successful completion of the subject, students have an understanding of the fundamental principles of financial reporting, financing and financial analysis in an international context. | 6 |
| | 6 | International Operations Management and Logistics | After successful completion of the subject, students have an understanding of the fundamental principles of production and supply chain strategy, process analysis and capacity analysis. They further understand inventory management, planning, forecasting and cooperation in an international context. | 6 |
| | 7 | Cultural Skills in SEE and CEE | After successful completion of the subject, students are able to assess the economic, historical, political, socio-cultural and gender-specific particularities of the SEE and CEE regions. | 12 |
| | 8 | Research Seminar I | After successful completion of the subject, students are able to apply the principles of good scientific practice to their written work. | 2 |
| | Total: | | | 44 |
| Required subjects LRBS | 9 | Doing Business in France | After successful completion of the subject, students have a basic understanding of French culture and its specific features. The aim is to prepare students for a successful career in the French economic area. | 2 |
| | 10 | French Language Course | After successful completion of the subject, students have achieved basic French language skills. | 2 |
| | 11 | Geopolitics | After successful completion of the subject, students have a basic knowledge of geopolitics. They are also able to relate political and cultural topics to the management context of international companies. | 4 |

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|--|---------------|---|--|-----------|
| | 12 | GEODE: Personal Branding | After successful completion of the subject, students have a greater sense of personal and professional responsibility. They are able to take a proactive approach to their career and private life. | 4 |
| | 13 | Business Game | After successful completion of the subject, students are able to make entrepreneurial decisions and solve problems by working systematically in groups. Students are able to deal with group dynamic processes and to process and evaluate information in a targeted manner. | 4 |
| | 14 | Managerial Internship or Sectorial Analysis | After successful completion of the subject, students are able to apply the knowledge they have gained in the Master's programme in a real business context. They are able to assess the economic and financial conditions of an economic sector. | 6 |
| | Total: | | | 22 |
| Required subjects AAU + LRBS Total: | | | | 66 |
| Restricted electives AAU | 15 | Elective subjects I: Specialisation in International Management | After successful completion of the subject, students are able to understand and discuss selected concepts of international management by means of case studies. | 16 |
| | Total: | | | 16 |
| Restricted electives LRBS (students must select one specialisation) | 16 | Brand Marketing Specialisation (in English) | After successful completion of the subject, students are able to thoroughly analyse and apply terms and concepts of digital marketing, innovation marketing and customer relationship management. | 28 |
| | | International Project Management Specialisation (in English) | After successful completion of the subject, students are able to thoroughly analyse and apply terms and concepts of project management. | |
| | | International Corporate Finance Specialisation (in English) | After successful completion of the subject, students are able to thoroughly analyse and apply terms and concepts of international corporate finance. | |
| | | Marketing and Sales Management Specialisation (in French) | After successful completion of the subject, students are able to thoroughly analyse and apply terms and concepts of marketing and sales management. | |
| | | E-Business Specialisation (in French) | After successful completion of the subject, students are able to thoroughly analyse and apply terms and concepts of e-business and e-commerce. | |
| | | Management Control Specialisation (in French) | After successful completion of the subject, students are able to thoroughly analyse and apply controlling terms and concepts. | |
| | | Human Resources Management Specialisation (in French) | After successful completion of the subject, students are able to thoroughly analyse and apply terms and concepts of human resources management. | |
| | | Purchasing and Supply Chain Management Specialisation | After successful completion of the subject, students are able to thoroughly analyse and apply terms | |

| | | | | |
|-----------------------------|-------------------|-----------------|---|------------|
| | | (in French) | and concepts of purchasing and supply chain management. | |
| | | | | |
| | | Total: | | 28 |
| Restricted electives | AAU + LRBS | Total: | | 44 |
| Master's thesis | | Master's thesis | | 10 |
| LRBS | | | | |
| | | Total: | | 10 |
| | | Total: | | 120 |

Section 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: (a) an excursion (“Study Excursion to SEE or CEE”), (b) a brief period of study abroad (“Short Time Study Abroad in SEE/CEE”) as well as (c) 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 enrolled in the branch of study “International Management” 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 in International Management (Section 78 (6) UA).
- (3) Examinations are recognised in accordance with Section 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 in International Management.
- (4) Students enrolled in the branch of study “International Management” are advised to complete Unrestricted Options worth 6 ECTS points during the semester spent studying abroad.
- (5) Students enrolled in the branch of study “International Management in the context of a double degree programme with La Rochelle Business School” must complete the following during the course of their degree programme: (a) an excursion (“Study Excursion to SEE or CEE”), (b) a brief period of study abroad (“Short Time Study Abroad in SEE/CEE”) as well as (c) the third and fourth semester at the La Rochelle Business School.

Section 7 Types of courses

- (1) **Lectures (VO; Lecture)** are courses in which the instructors convey knowledge by lecturing. The course is concluded with a single (written and/or oral) examination.
- (2) **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:
 - (3) **Courses with an immanent examination character** are:
 - a. **Courses (KS; Course)** These courses serve to convey and expand application-oriented skills. Students and instructors work together on specific issues and problems.
 - b. **Seminars (SE; Seminar)** 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.
 - c. **Lectures with Course (VC; Lecture with Course)** are comprised of a lecture part and a course part, which are carefully coordinated in terms of content and didactics, and are assessed jointly.
 - d. **Excursions (EX; Excursion)** are courses, which convey experiences relevant to the field of International Management outside of the University of Klagenfurt.
- (4) In the branch of study "International Management as part of a double degree programme with La Rochelle Business School", the examination regulations of La Rochelle Business School apply to the courses and examinations taken at La Rochelle Business School.

Section 8 Required subjects

- (1) Required subjects lend the degree programme its distinctive character and are concluded by an examination. The following table lists the required subjects for the branch of study "International Management":

| | <i>Courses</i> | | <i>Type</i> | <i>ECTS points</i> |
|---|----------------|---|---------------|--------------------|
| Required subject 1: <i>Principles of International Business</i> | 1.1 | International Economics | VO | 1.5 |
| | 1.2 | International Services | VC | 1.5 |
| | 1.3 | International HRM and Organizational Behavior | VC | 1.5 |
| | | | Total: | 4.5 |
| Required subject 2: <i>Principles of International Law</i> | 2.1 | Principles of International Law | VO | 1.5 |
| | | | | Total: |

| | | | | |
|---|------------|--|---------------|-----------|
| Required subject 3: International Marketing | 3.1 | International Marketing | VO | 3 |
| | 3.2 | International Consumer Behavior and Communication | VO | 3 |
| | | | Total: | 6 |
| Required subject 4: International Entrepreneurship and Innovation Management | 4.1 | International Entrepreneurship | VO | 3 |
| | 4.2 | Innovation Management in International Context | VO | 3 |
| | | | Total: | 6 |
| Required subject 5: International Financial Management | 5.1 | International Financial Reporting | VO | 3 |
| | 5.2 | International Financial Instruments | VO | 3 |
| | | | Total: | 6 |
| Required subject 6: International Operations Management and Logistics | 6.1 | International Operations Management and Logistics I | VO | 3 |
| | 6.2 | International Operations Management and Logistics II | VO | 3 |
| | | | Total: | 6 |
| Required subject 7: Cultural Skills in SEE and CEE | 7.1 | Cultural Skills in SEE and CEE I | VC | 2 |
| | 7.2 | Study Excursion to SEE or CEE | EX | 2 |
| | 7.3 | Cultural Skills in SEE and CEE II | VC | 2 |
| | 7.4 | Short Time Study Abroad in SEE/CEE | EX | 6 |
| | | | Total: | 12 |
| Required subject 8: Global Cultural Skills | 8.1 | Global Cultural Skills | SE | 6 |
| | | | Total: | 6 |
| | | | Total: | 48 |

(2) The following table lists the required subjects for the branch of study “International Management in the context of a double degree programme with La Rochelle Business School”:

| | Courses | | Type | ECTS points |
|---|----------------|---|---------------|--------------------|
| Required subject 1 (AAU): Principles of International Business | 1.1 | International Economics | VO | 1.5 |
| | 1.2 | International Services | VC | 1.5 |
| | 1.3 | International HRM and Organizational Behavior | VC | 1.5 |
| | | | Total: | 4.5 |
| Required subject 2 (AAU): Principles of International Law | 2.1 | Principles of International Law | VO | 1.5 |
| | | | Total: | 1.5 |
| Required subject 3 (AAU): International Marketing | 3.1 | International Marketing | VO | 3 |
| | 3.2 | International Consumer Behavior and Communication | VO | 3 |
| | | | Total: | 6 |
| Required subject 4 (AAU): International Entrepreneurship and Innovation Management | 4.1 | International Entrepreneurship | VO | 3 |
| | 4.2 | Innovation Management in International Context | VO | 3 |
| | | | Total: | 6 |
| Required subject 5 (AAU): International Financial Management | 5.1 | International Financial Reporting | VO | 3 |
| | 5.2 | International Financial Instruments | VO | 3 |
| | | | Total: | 6 |

| | | | | |
|---|-----------|--|------------------|-----------|
| Required subject 6 (AAU): International Operations Management and Logistics | 6.1 | International Operations Management and Logistics I | VO | 3 |
| | 6.2 | International Operations Management and Logistics II | VO | 3 |
| | | | Total: | 6 |
| Required subject 7 (AAU): Cultural Skills in SEE and CEE | 7.1 | Cultural Skills in SEE and CEE I | VC | 2 |
| | 7.2 | Study Excursion to SEE or CEE | EX | 2 |
| | 7.3 | Cultural Skills in SEE and CEE II | VC | 2 |
| | 7.4 | Short Time Study Abroad in SEE/CEE | EX | 6 |
| | | | Total: | 12 |
| Required subject 8 (AAU): Research Seminar I | 8.1 | Research Seminar I | SE | 2 |
| | | | Total: | 2 |
| Required subjects AAU | | | Total: | 44 |
| Required subject 9 (LRBS): Doing Business in France | 9.1 | Doing Business in France | VC ¹⁾ | 2 |
| | | | Total: | 2 |
| Required subject 10 (LRBS): French Language Course | 10.1 | French Language Course | VC ¹⁾ | 2 |
| | | | Total: | 2 |
| Required subject 11 (LRBS): Geopolitics | 11.1 | Geopolitics | VC ¹⁾ | 4 |
| | | | Total: | 4 |
| Required subject 12 (LRBS): GEODE: Personal Branding | 12.1 | GEODE: Personal Branding | VC ¹⁾ | 4 |
| | | | Total: | 4 |
| Required subject 13 (LRBS): Business Game | 13.1 | Business Game | VC ¹⁾ | 4 |
| | | | Total: | 4 |
| Required subject 14 (LRBS): Managerial Internship or Sectorial Analysis | 14.1 | Managerial Internship or Sectorial Analysis | VC ¹⁾ | 6 |
| | | | Total: | 6 |
| Required subjects LRBS | | | Total: | 22 |
| Required subjects AAU + LRBS | 66 | | Total: | 66 |
| ¹⁾ Recommended course type and ECTS points in accordance with available local options. | | | | |

Section 9 Restricted electives

- (1) Restricted electives are those subjects, which students can select from the subjects listed in the curriculum. Within the scope of the restricted 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 restricted electives amounting to 34 ECTS points. 16 ECTS points must be completed at the University of Klagenfurt and 18 ECTS points must be completed at the foreign post-secondary educational institution.
- (3) 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.

| | | Courses | Type | ECTS points |
|--|----|---|------------------|--------------------|
| Restricted elective (9): Elective Subjects I: Specialisation in International Management (Students must select four of the following specialisations) | 9 | Cases in International Marketing | KS | 4 |
| | | Cases in International Consumer Behavior 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 | | | | |
| Restricted elective (10): Elective Subjects II: Advanced Cultural Skills (Recommended specialisation/ study areas) | 10 | 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 | |
| Restricted elective (11): Elective Subjects III: Advances in International Management (Recommended specialisation/study areas) | 11 | 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. | | | | |

- (4) In the branch of study “International Management in the context of a double degree programme with La Rochelle Business School”, students must complete restricted electives worth 16 ECTS points at the University of Klagenfurt. The remaining restricted electives worth a total of 28 ECTS points must all be earned at LRBS in the area of business administration and economics.

| | | Courses | Type | ECTS points |
|---|-----------|---|------------------------|--------------------|
| Restricted elective (15) (AAU): Elective Subjects I: Specialisation in International Management (students must choose 4 of the following specialisations) | 15 | Cases in International Marketing | KS | 4 |
| | | Cases in International Consumer Behavior 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 |
| Restricted electives AAU | | | Total: | 16 |
| Restricted elective (16) (LRBS): Specialisation (students must choose one specialisation) | 16 | Brand Marketing Specialisation (in English) | VC ¹⁾ | 28 |
| | | International Project Management Specialisation (in English) | VC ¹⁾ | 28 |
| | | International Corporate Finance Specialisation (in English) | VC ¹⁾ | 28 |
| | | Marketing and Sales Management Specialisation (in French) | VC ¹⁾ | 28 |
| | | E-Business Specialisation (in French) | VC ¹⁾ | 28 |
| | | Management Control Specialisation (in French) | VC ¹⁾ | 28 |
| | | Human Resources Management Specialisation (in French) | VC ¹⁾ | 28 |
| | | Purchasing and Supply Chain Management Specialisation (in French) | VC ¹⁾ | 28 |
| | | | Total selected: | 28 |
| Restricted electives LRBS | | | Total: | 28 |
| Restricted electives AAU + LRBS | | | Total: | 44 |
| ¹⁾ Recommended course type in accordance with available local options. | | | | |

Section 10 Unrestricted options

- (1) The term *unrestricted 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.
- (2) In the case of courses taken at other recognised domestic or foreign post-secondary educational institutions, the competent university authority shall decide whether it is appropriate for academic or professional purposes to recognise the unrestricted options in the chosen course of study.

- (3) In the branch of study “International Management”, students must achieve 9 ECTS points in unrestricted options. In the branch of study “International Management within the framework of a double degree programme with La Rochelle Business School” students are not required to achieve any ECTS points in unrestricted options.
- (4) If all unrestricted 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 unrestricted options on the basis of an informal application by the student, which must include supporting documents relating to the courses.
- (5) Within the scope of the unrestricted options, students enrolled in the branch of study “International Management” 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 Section 13).

Section 11 Courses with a limited number of participants

- (1) All courses listed under Section 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 in 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.

Section 12 Master’s thesis

- (1) The information specified in Section 12 (2) to (8) refers to the branch of study “International Management”. Details listed in Section 12 (9) refer to the branch of study “International Management in the context of a double degree programme with La Rochelle Business School”.

- (2) Students must write a Master's thesis in English during the Master's degree programme in International Management, and they must attend the associated research seminars.
- (3) The term Master's 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's 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.
- (4) The topic of the Master's 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.
- (5) The Master's thesis is worth 25 ECTS points, while the associated research seminars are worth 4 ECTS points.
- (6) In accordance with Part B Section 18 (4) and (2a) of the university statutes, the Rector of Studies must formally approve the topic and the supervisor of the Master's thesis. The corresponding application must be submitted before work on the Master's thesis commences. A change of supervisor is admissible up to the submission of the Master's thesis. The joint supervision by two persons authorised to supervise is permissible in justified individual cases (interdisciplinary orientation of the topic).
- (7) The completed Master's thesis shall be submitted to the Rector of Studies in electronic form. At the request of the supervisor, a bound copy must be submitted to the supervisor by the author. The supervisor shall assess the Master's thesis within two months from the time of submission.
- (8) It is recommended to agree the topic of the Master's thesis at the end of the second semester. Students can engage in research efforts for their Master's thesis while they are spending a semester studying abroad.
- (9) Students enrolled in the branch of study "International Management in the context of a double degree programme with La Rochelle Business School" shall write their Master's thesis at La Rochelle Business School with a scope equivalent to 10 ECTS points. The corresponding regulations of La Rochelle Business School apply.

Section 13 Provisions regarding the completion of a relevant internship

- (1) During the course of the Master's degree programme in the branch of study "International Management" 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 unrestricted 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 double degree programme with La Rochelle Business School” can either complete a relevant internship (“Managerial Internship”) or the module “Sectorial Analysis”, each with a value of 6 ECTS points (Section 5 (2)). The corresponding regulations of La Rochelle Business School apply.

Section 14 Use of languages other than German

The courses and oral and written examinations pertaining to the Master’s degree programme in International Management are held in English in both branches of study; the Master’s 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” or during time spent at La Rochelle Business School in the branch of study “International Management in the context of a double degree programme with La Rochelle Business School” are a matter of choice for the respective student, but the student shall not select courses offered in his/her native language (except English).

Section 15 Examination regulations

- (1) The Master’s degree programme, branch of study “International Management” is concluded by:
 1. the successful completion of the courses pertaining to the required subjects, restricted electives and unrestricted options acc. to Sections 8, 9 and 10;
 2. the proper completion of periods of time spent abroad acc. to Section 6;
 3. the production of a Master’s thesis and the completion of the associated research seminars acc. to Section 12;
 4. the positive assessment of the final examination by committee.
- (2) The Master’s degree programme, branch of study “International Management in the context of a double degree programme with La Rochelle Business School” is concluded by:

1. the successful completion of the courses pertaining to the required subjects, restricted electives and unrestricted options acc. to Sections 8, 9 and 10;
 2. the proper completion of the third and fourth semester corresponding to 60 ECTS points at La Rochelle Business School;
 3. the production of a Master's thesis at La Rochelle Business School in line with the applicable rules and guidelines at La Rochelle Business School.
- (3) 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 research seminar, if the assessment scale “excellent” (1) to “insufficient” (5) in the sense of Section 72 (2(1)) UA is deemed inexpedient.
- (4) In the branch of study “International Management”, the final examination is conducted as an oral examination by an examination board and is comprised of:
1. the subject, to which the Master's thesis is assigned, including the defence of the Master's thesis;
 2. a further subject as per Section 5 (1): 3, 4, 5, or 6, to be chosen by the student.
- (5) In the branch of study “International Management”, 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's thesis and of the associated research seminars.
- (6) Students are entitled to repeat examinations and courses in accordance with the stipulations contained in Part B of the university statutes: Study Matters, and the Universities Act. Retakes of examinations and courses at La Rochelle Business School must be in accordance with the applicable rules and guidelines at La Rochelle Business School.
- (7) Subject grades are calculated in accordance with university statutes Part B: Section 12 (8).
- (8) Examinations which have already been used in order to complete the degree programme which is considered an admission requirement for the Master's degree programme in International Management cannot be re-used in order to obtain the academic degree in the Master's programme.

Section 16 Effective validity

- (1) This curriculum comes into force on the 1st of October 2019, following formal announcement in the university bulletin of the University of Klagenfurt, and applies to all students who commence their Master's degree from the winter semester 2019/2020 onwards.

Section 17 Transitional provisions

- (1) Students enrolled in the Master's degree program prior to the winter semester of 2019/2020, 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 2022. If the degree programme 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: Non-binding recommended course of study for the branch of study “International Management”, for the purpose of orientation and planning

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 Behavior | 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> | | | |
| Total for semester 1: | | 30 | |
| 2 | 1. International Marketing | | |
| | International Consumer Behavior 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 Behavior 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's Theses</i> | | |
| | <i>Final Organization of the Full Semester Study Abroad</i> | | |
| | Total for semester 2: | 30 | |
| 3 | Global Cultural Skills | 6 | SE |
| | Study Abroad (Full Semester, not Home Country and not Country of Mother Tongue) | (18) | |
| | Elective Subjects II: Advanced Cultural Skills 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 | 6 | |
| | Elective Subjects III: Advances in International Management Recommended areas within Advances in International Management: <ul style="list-style-type: none"> • International Marketing • International Entrepreneurship and Innovation Management • International Financial Management • International Operations Management and Logistics | 12 | |
| | Optional Subjects (or possibility of an Internship) | 8 | |
| | Total for semester 3: | 32 | |
| 4 | Research Seminar Part II | 2 | SE |
| | Unrestricted options (or Scientific reflection of the internship in International Management) | 1 | SE |
| | Master's Thesis | 25 | |
| | Examination Before a Committee | | |
| | Total for semester 4: | 28 | |
| TOTAL | | 120 | |

Appendix II: Non-binding recommended course of study for the branch of study “International Management in the context of a double degree programme with La Rochelle Business School”, for the purpose of orientation and planning

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 Behavior | 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 |
| | Total for semester 1: | 30 | |
| 2 | 1. International Marketing International Consumer Behavior 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 Behavior 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 |
| | Total for semester 2: | 30 | |
| 3 + 4 | Double/Joint/Multiple Degree Stay at La Rochelle Business School | | |
| | Business Administration and Economics (Required subjects: 4 ECTS points and restricted electives: 28 ECTS points) | 32 | |
| | Cultural Skills (Required subjects: 12 ECTS points) | 12 | |
| | Internship (Required subjects: 6 ECTS points) | 6 | |
| | Master's Thesis | 10 | |
| | Total for semesters 3 + 4: | 60 | |
| TOTAL | | 120 | |