

Study regulations of the FH Master's course

International Business Management

To obtain the academic degree

Master of Arts in Business,
abbreviated to MA

as an appendix to the statutes of the FH Kufstein Tirol

Organizational form: Full-time

Duration: 4 semesters

Scope: 120 ECTS

Places for beginners per academic year: 25 Full-time

Version 1

Decided by the FH Faculty Council on 11.10.2023

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1 OCCUPATIONAL PROFILES

1.1 Occupational fields

The Master's course in International Business Management offers two basic advantages:

1. Generalist course: The first consists of a generalist course in economics for almost all industries, functions and organizational sizes. Thanks to this broad, interdisciplinary approach, which can be combined with other courses or specializations, graduates have access to a number of professional fields of activity that is unparalleled compared with other courses of study. In order to demonstrate the range, a few examples are given: Product development in the food industry, accounting management in an NGO, service management in an airline, project management in an automotive start-up, international procurement management in a ministry. The experience of almost ten years with graduate cohorts has shown that this diversity of career opportunities also meets current demand on the labor market. After graduation, students thereby make a positive contribution to the successful development of companies or organizations in general. The attached diagram describes the horizon of operational capability. The nearly explosive change on the job market with new professions, new jobs and new requirements in particular is an opportunity for a generalist study.

Graduates of the Master's course in International Business Management are characterized by broad applicability and sound knowledge in the individual topics. The attached diagram describes the horizon of operational capability on the basis of industries, functions, organizational sizes and hierarchical levels. The list is not final, given the pace of change in qualifications, economic and business structures:

Industries	<i>Applicability in (almost) all industries, especially:</i> • Trade (e.g. retail, wholesale, intermediaries, etc.) • Industry (e.g. mechanical engineering, raw materials, electrical, construction, chemistry, etc.) • Services of all kinds (e.g. consulting, agencies, healthcare, etc.) • Financial services (e.g. banks, FinTech, insurance companies, etc.) • Non-profit sector (e.g. interest groups, charitable and social organizations, political and social organizations, etc.) • Public administration and public enterprises (e.g. administrations in federal/state/municipalities, utilities, etc.)
Functions	<i>Applicable in (almost) all operational functions, especially:</i> • Marketing and sales (e.g. service, public relations, field and indoor sales force, etc.) • Product and quality management (e.g. product group management, service management, internal or external quality management, etc.) • Purchasing and procurement (e.g. supplier management, procurement logistics, supply chain or sourcing management, etc.) • Research and development (e.g. innovation or development project management, research, cooperation management, etc.) • Accounting and monitoring (e.g. bookkeeping, corporate or business area monitoring, etc.) • Finance and risk management (e.g. asset management, liquidity management, compliance, etc.) • Emerging functions (e.g. digitization management, business model engineering, etc.)
Organizational Sizes	<i>Can be used in all sizes of organization:</i> • Sole proprietorship in specialized functions (see the list of functions above) • Start-ups (in the start-up or growth phase) in all sectors • SMEs (small and medium-sized enterprises) in all sectors • Large companies in all industries
Hierarchy levels	<i>Applicability at several hierarchical levels:</i>

	• Assistant or junior function or trainee (as a career starter with a view to management roles) • Specialist for special tasks • Junior management by assuming defined areas of responsibility
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2. Specialization: The second advantage of the Master's course is the choice between a specialization in either Finance or Marketing. This means that graduates have the prerequisites for building up expertise and a corresponding career, especially in these themes. Two examples would be key account management of a universal bank (e.g. Unicredit-Group) or market research of a trading company (e.g. Rewe). Based on these two specializations, some professional fields of activity can be mentioned in addition to those described above:

- **International Corporate Finance:** Corporate financing and valuation, investment and financing topics, dividend and capital market policy, working capital management, liquidity and cash management, financial product management, digital finance and FinTech, financial investor relations, etc.
- **International Marketing Management:** Sales and marketing management, price management, product development and innovation management, market and customer research, social media marketing, big data marketing, direct or e-business marketing, etc.

The breadth and depth of employability is achieved in particular by the fact that great value is placed on the content-related, networked teaching of skills over the course of study. Experience shows that graduates work in internationally-oriented organizations. This also corresponds with the basic orientation of the Master's course in International Business Management. All in all, the Master's degree provides graduates with a solid foundation for a later management or specialist career. In a world that is constantly changing, a Master's degree lays the foundation for lifelong learning.

1.2 Qualification profile

The qualification aims or learning outcomes of the International Business Management Master's course meet both the subject-specific and professional requirements of ISCED level 0311 (International Standard Classification of Education). The contents taught qualify the graduates for the specified professional fields of activity.

In order for graduates of the program to be able to work successfully in the above-mentioned professional fields, students are given a very broad range of skills over the course of the four semesters. The following competence profiles including the specializations are set out below:

A. International business and management skills:

In the context of teaching economic skills, students will gain:

- A deeper understanding of business-related management procedures and interrelationships.
- A deeper understanding of economic interrelationships and their significance for business decisions.
- Specific business-related management knowledge (strategy, change management, etc.).
- Networked and in-depth knowledge in analyzing data and key figures.
- Professionally-relevant practical experience from case studies, company examples, etc.

B. Methodological and scientific competences:

In the context of teaching methodological skills, students will gain:

- Research methods and special quantitative methods for research questions.
- The methodical skills to structure topics, problems and challenges that are initially unstructured, open or unsystematic.

- The ability to learn, research and develop solutions to demanding and complex problems and challenges independently.
- The in-depth ability to master the relevant business software (office software, statistical software, process software).
- Agile methods such as organization and project management.

C. Linguistic and cultural skills:

Within the framework of the teaching of language and cultural skills, students will gain:

- A deeper understanding of the importance of culture(s) and the relevance of this topic for the economy and society.
- Specific knowledge of the topics of organizational psychology, behavioral economics.
- The ability to complete a Master's degree in the foreign language of English.
- Intercultural sensitivity and appreciation of an open and tolerant society.
- The skill to actively network with fellow students from other cultures.

D. Social skills:

Within the framework of the teaching of social skills, students will gain:

- Advanced communication skills in interpersonal interaction as well as in groups and teams.
- Professional moderation and presentation techniques.
- Social skills such as teamwork, conflict management and conversation skills
- Self-management or self-organization abilities with regard to studies, choice of career and application.
- Interpersonal skills, such as establishing contacts, formal or informal exchange within the program, along with students from other fields of study, practitioners and lecturers.

E. Digitization and sustainability skills:

In this time of transformation, students will gain:

- A basic ability to orientate oneself within the VUCA world and its challenges (the acronym VUCA stands for volatility, uncertainty, complexity, ambiguity).
- A basic understanding of change processes in markets and companies.
- The skills to act effectively in the context of digital transformation processes.
- The sensitivity to a sustainable future focus at micro and macro level.
- The ability to scientifically classify future topics and a basic recognition of their effects.

F. Transfer of practice and implementation skills:

Against the background of the principle of effectiveness or result orientation, the students will gain:

- The ability to put theories and models into a practical context.
- The skills to grasp novel topics, to be able to classify them and to develop potential solutions.
- The ability to think in terms of results and to see implementation as a key issue.
- And generally the ability to think in an interdisciplinary and critical way.

G. Skills in the chosen specialization: International Corporate Finance or International Marketing Management

In addition, the students will acquire:

- Deeper scientific insights into the chosen specialization.
- The skills required for further academic or scientific work on this topic (dissertation on a university, research projects, etc.)
- Broader practical application options for the chosen subject in the sense of a "specialist career".
- The ability to develop as a leader in a specialized field.

These skills, in conjunction with technical specialization, are the basis for starting a career and the foundation for the continued path as a manager. With the Master's degree, graduates can also apply for doctoral studies at a university.

Graduates of the Master's course are highly qualified for the professional fields of activity mentioned above. Multiplying the core sectors including sub-sectors (about 20 in total) and core functions including special functions (about 30 in total) results in around 600 occupational fields for graduates. From this broad range of applications, three examples are selected below: one example of the Finance specialization, one example of the Marketing specialization and one example from international public administration. This is to reflect the variance in the use of Master's students

Example 1: A graduate with a focus on "International Corporate Finance" starts their career in key account management at a universal bank (e.g. Unicredit Group).

<i>Occupational field of activity</i>	<i>Task</i>	<i>Competence description</i>	<i>Competence allocation</i>	<i>Curriculum/modules</i>
Key account management in the sales department of a universal bank	Customer care and customer loyalty	Are able to design and implement care concepts	Methodical and scientific competences	Academic Skills, Complementary Competences, Research Methods
			Practical transfer and implementation skills	Applied Business Studies, Complementary Competences, Management & strategy, Specialization in International Corporate Finance, Specialization in International Marketing Management
		Can develop new, customer-specific financing proposals against the background of current developments and challenges (investment and financing strategies, etc.)	International business and management skills	Academic Skills, Applied Business Studies, Complementary Competences, Management & strategy, Specialization in International Corporate Finance, Specialization in International Marketing Management
			Digitization and sustainability skills	Applied Business Studies, Complementary Competences, Specialization in International Corporate Finance, Specialization in International Marketing Management
			Methodical and scientific competences	Academic Skills, Complementary Competences, Research Methods
			Specialization: International Corporate Finance	Specialization in International Corporate Finance
		Are able to communicate adequately with the key accounts in various forms	Language and cultural skills	Complementary Competences, Specialization in International Corporate Finance, Specialization in International Marketing Management

<i>Occupational field of activity</i>	<i>Task</i>	<i>Competence description</i>	<i>Competence allocation</i>	<i>Curriculum/modules</i>
			Social skills	Academic Skills, Applied Business Studies, Complementary Competences, Management & strategy, Specialization in International Corporate Finance, Specialization in International Marketing Management
	Customer acquisition and market development	Can identify KAM acquisition targets and define acquisition measures	International business and management skills	Academic Skills, Applied Business Studies, Complementary Competences, Management & strategy, Specialization in International Corporate Finance, Specialization in International Marketing Management
			Specialization: International Corporate Finance	Specialization in International Corporate Finance
			Practical transfer and implementation skills	Applied Business Studies, Complementary Competences, Management & strategy, Specialization in International Corporate Finance, Specialization in International Marketing Management
		Ability to participate in and organize acquisition activities	Social skills	Academic Skills, Applied Business Studies, Complementary Competences, Management & strategy, Specialization in International Corporate Finance, Specialization in International Marketing Management
			Practical transfer and implementation skills	Applied Business Studies, Complementary Competences, Management & strategy, Specialization in International Corporate Finance, Specialization in International Marketing Management
		Ability to help shape the bank's marketing activities towards key accounts (analysis, planning, implementation)	International business and management skills	Academic Skills, Applied Business Studies, Complementary Competences, Management & strategy, Specialization in

<i>Occupational field of activity</i>	<i>Task</i>	<i>Competence description</i>	<i>Competence allocation</i>	<i>Curriculum/modules</i>
				International Corporate Finance, Specialization in International Marketing Management
			Practical transfer and implementation skills	Applied Business Studies, Complementary Competences, Management & strategy, Specialization in International Corporate Finance, Specialization in International Marketing Management
	Product development for key accounts	Can formulate proposals for developing general financial products for key accounts	Methodical and scientific competences	Academic Skills, Complementary Competences, Research Methods
			Specialization: International Corporate Finance	Specialization in International Corporate Finance
			Practical transfer and implementation skills	Applied Business Studies, Complementary Competences, Management & strategy, Specialization in International Corporate Finance, Specialization in International Marketing Management

Example 2: A graduate with a focus on "International Marketing Management" starts in the market research department of a retail company (e.g. Rewe).

<i>Occupational field of activity</i>	<i>Task</i>	<i>Competence description</i>	<i>Competence allocation</i>	<i>Curriculum/modules</i>
Market research in a large trading company	Information generation for the data base	Ability to supply the existing data base with new or adapted information	International business and management skills	Academic Skills, Applied Business Studies, Complementary Competences, Management & strategy, Specialization in International Corporate Finance, Specialization in International Marketing Management
			Practical transfer and implementation skills	Applied Business Studies, Complementary Competences, Management & strategy, Specialization in International Corporate Finance, Specialization in International Marketing Management
		Can draw conclusions for management from the data base (regarding purchasing, marketing, etc.)	Digitization and sustainability skills	Applied Business Studies, Complementary Competences, Specialization in International Corporate Finance, Specialization in International Marketing Management
			Practical transfer and implementation skills	Applied Business Studies, Complementary Competences, Management & strategy, Specialization in International Corporate Finance, Specialization in International Marketing Management
	Development and further development of the market research strategy	Ability to critically review the effectiveness of MAFO and develop proposals for optimization	International business and management skills	Academic Skills, Applied Business Studies, Complementary Competences, Management & strategy, Specialization in International Corporate Finance, Specialization in International Marketing Management
			Methodical and scientific competences	Academic Skills, Complementary Competences, Research Methods
		Ability to participate in the development and further development of the market	Methodical and scientific competences	Academic Skills, Complementary Competences, Research Methods

<i>Occupational field of activity</i>	<i>Task</i>	<i>Competence description</i>	<i>Competence allocation</i>	<i>Curriculum/modules</i>
		research strategy and to make changes	Digitization and sustainability skills	Applied Business Studies, Complementary Competences, Specialization in International Corporate Finance, Specialization in International Marketing Management
	Implementation of the market research results within the company	Can network the MAFO system with other areas (sales, purchasing, category mgmt. etc.)	Specialization: International marketing management	International Marketing Management Specialization
			Social skills	Academic Skills, Applied Business Studies, Complementary Competences, Management & strategy, Specialization in International Corporate Finance, Specialization in International Marketing Management
			Digitization and sustainability skills	Applied Business Studies, Complementary Competences, Specialization in International Corporate Finance, Specialization in International Marketing Management
		Ability to participate in the company's marketing activities and to contribute the market view from market research	Specialization: International marketing management	International Marketing Management Specialization
			Social skills	Academic Skills, Applied Business Studies, Complementary Competences, Management & strategy, Specialization in International Corporate Finance, Specialization in International Marketing Management
			Practical transfer and implementation skills	Applied Business Studies, Complementary Competences, Management & strategy, Specialization in International Corporate Finance, Specialization in International Marketing Management
		Can actively contribute to the perception of MAFO as a real and beneficial entity within the company	Language and cultural skills	Complementary Competences, Specialization in International Corporate

<i>Occupational field of activity</i>	<i>Task</i>	<i>Competence description</i>	<i>Competence allocation</i>	<i>Curricu- lum/modules</i>
				Finance, Special- ization in Inter- national Market- ing Management
			Social skills	Academic Skills, Applied Business Studies, Comple- mentary Compe- tences, Manage- ment & strategy, Specialization in International Corporate Fi- nance, Speciali- zation in Inter- national Market- ing Management

Example 3: A graduate with a focus on public administration works in the international procurement of a ministry (e.g. Ministry of Infrastructure).

<i>Occupational field of activity</i>	<i>Task</i>	<i>Competence description</i>	<i>Competence allocation</i>	<i>Curriculum/modules</i>
International procurement in public administration	International orientation of procurement	Ability to exchange information with procurement offices in other countries and find shared solutions	International business and management skills	Academic Skills, Applied Business Studies, Complementary Competences, Management & strategy, Specialization in International Corporate Finance, Specialization in International Marketing Management
			Language and cultural skills	Complementary Competences, Specialization in International Corporate Finance, Specialization in International Marketing Management
		Can contribute to the establishment and further development of a procurement network in a targeted manner	Language and cultural skills	Complementary Competences, Specialization in International Corporate Finance, Specialization in International Marketing Management
			Social skills	Academic Skills, Applied Business Studies, Complementary Competences, Management & strategy, Specialization in International Corporate Finance, Specialization in International Marketing Management
	Management of the suppliers or the supplier system	Are able to control the national and international suppliers (in terms of quality, deadlines, costs) and thus contribute to an economic optimum	International business and management skills	Academic Skills, Applied Business Studies, Complementary Competences, Management & strategy, Specialization in International Corporate Finance, Specialization in International Marketing Management
			Social skills	Academic Skills, Applied Business Studies, Complementary Competences, Management & strategy, Specialization in International Corporate Finance, Specialization in International Marketing Management

<i>Occupational field of activity</i>	<i>Task</i>	<i>Competence description</i>	<i>Competence allocation</i>	<i>Curriculum/modules</i>
		Ability to establish or further develop a supplier management system	International business and management skills	Academic Skills, Applied Business Studies, Complementary Competences, Management & strategy, Specialization in International Corporate Finance, Specialization in International Marketing Management
			Social skills	Academic Skills, Applied Business Studies, Complementary Competences, Management & strategy, Specialization in International Corporate Finance, Specialization in International Marketing Management
	Process optimization in procurement	Can critically review the processes in purchasing and procurement logistics and develop proposals for CIP	International business and management skills	Academic Skills, Applied Business Studies, Complementary Competences, Management & strategy, Specialization in International Corporate Finance, Specialization in International Marketing Management
			Specialization: International Corporate Finance	Specialization in International Corporate Finance
			Specialization: International marketing management	International Marketing Management Specialization
			Practical transfer and implementation skills	Applied Business Studies, Complementary Competences, Management & strategy, Specialization in International Corporate Finance, Specialization in International Marketing Management
		Ability to participate in the digitization of procurement (with a focus on business-related management)	Methodical and scientific competences	Academic Skills, Complementary Competences, Research Methods
			Digitization and sustainability skills	Applied Business Studies, Complementary Competences, Specialization in International Corporate Finance, Specialization in International

<i>Occupational field of activity</i>	<i>Task</i>	<i>Competence description</i>	<i>Competence allocation</i>	<i>Curricu- lum/modules</i>
				Marketing Man- agement

2 CURRICULUM

2.1 Curriculum Data

	FT	Comment if applicable
First year of study (YYY/YY ₊₁)	2026/27	
Standard duration of study (number of semesters)	4	
Obligatory WSH (Total number for all sem.)	59.5	
Course weeks per semester (number of weeks)	15	
Obligatory course hours (Total for all sem.)	1215	
Obligatory ECTS (Total for all sem.)	120	
WS start (Date, comm.: poss. CW)	CW 40	
WS end (Date, comm.: poss. CW)	CW 5	
SS start (Date, comm.: poss. CW)	CW 11	
SS end (Date, comm.: poss. CW)	CW 28	
WS weeks	15	
SS weeks	15	
Obligatory semester abroad (semester specification)	No	
Language of instruction (specify)	Englisch	
Internship (semester information, duration in weeks per semester)	No	
Resulting from the merging of the degree programs or from the separation from the degree program (StgKz; to be specified only for merging or separation)		

2.2 Curriculum Matrix

Module assignment overview:

Module	Module Title	Course title	WSH	ECTS	Sem.
MV.ABS	Applied Business Studies	Business Simulation Game	1	2	3
		Case Studies in Management	2	3	4
		Current Topic	2	3	4
		Digital Transformation & Artificial Intelligence II: Management & Application	2	4	2
		Digital Transformation & Artificial Intelligence I: Organizations & Environment	2	4	1
		Elective	2	3	3
		Integrated Company Project	1.5	4	3
		Organizational Psychology & Behavioral Economics	3	4	2
MV.ACS	Academic Skills	Transformational Management: Change & Organizational Development	2	3	3
		Academic Writing	1	2	3
		Colloquium Master Thesis	1	2	4
		MA-Camp	0.5	1	3
MV.COM	Complementary Competences	Master Thesis	0	22	4
		Cross Cultural Management	2	3	1
		Sustainability in Business & Society	2	3	3
		Teambuilding & Teamwork	1	1	1
MV.MST	Management & Strategy	Economics for Managers	2	4	1
		Management & Strategy I: Fundamentals	3	4	1
		Management & Strategy II: Application	4	5	2
		Management & Strategy III: Exploration	3	5	3
MV.RSM	Research Methods	Research Methods III: Advanced Quantitative Analysis	2	4	3
		Research Methods II: Quantitative Analysis	2	4	2
		Research Methods I: Qualitative Analysis	2	4	1
MV.SIF	Specialization International Corporate Finance	Advanced Corporate Finance (WP)*	3	4	2
		Applied Financial Management (WP)*	2	3	1
		Contemporary Issues in Finance (WP)*	2	3	2
		Corporate Finance (WP)*	2	4	1
		Finance Lab (WP)*	1.5	3	3
		International Accounting II (WP)*	2	3	2
		International Accounting I (WP)*	2	3	1
		Study Trip: Integrated Excursion Project - Finance (WP)*	2	3	2
MV.SIM	Specialization International Marketingmanagement	Applied Marketing Mix (WP)*	2	4	1
		Contemporary Issues in Marketing (WP)*	2	3	2
		Digital Marketing Communication (WP)*	2	3	2
		Global Brand Management (WP)*	2	3	1
		Market & Customer Analysis (WP)*	3	4	2
		Marketing Lab (WP)*	1.5	3	3
		Strategic Marketing (WP)*	2	3	1
		Study Trip: Integrated Excursion Project - Marketing (WP)*	2	3	2
			59.5	120	

The following description of the courses does not include the work involved in supervising Master theses. 0.6 weekly semester hours are planned per supervised thesis, i.e. for 25 students an additional 15 weekly semester hours, which are incurred in the 4th semester. In total, an AWSH sum of 96 AWSH is achieved over all 4 semesters.

1. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
01.MV.COM.1.1	Teambuilding & Teamwork	ILV		X	1	2	2	30	MV.COM	1
02.MV.ABS.1	Digital Transformation & Artificial Intelligence I: Organizations & Environment	ILV		X	2	1	2	30	MV.ABS	4
03.MV.MST.1.1	Management & strategy I: Fundamentals	ILV		X	3	1	3	45	MV.MST	4
04.MV.MST.1.2	Economics for Managers	ILV		X	2	1	2	30	MV.MST	4
05.MV.COM.1.2	Cross Cultural Management	ILV		X	2	1	2	30	MV.COM	3
06.MV.RSM.1	Research Methods I: Qualitative Analysis	ILV		X	2	1	2	30	MV.RSM	4
07.MV.SIF.1.1	Corporate Finance (WP)*	ILV		X	2	2	4	60	MV.SIF	4
08.MV.SIF.1.2	Applied Financial Management (WP)*	ILV		X	2	2	4	60	MV.SIF	3
09.MV.SIF.1.3	International Accounting I (WP)*	ILV		X	2	2	4	60	MV.SIF	3
10.MV.SIM.1.1	Applied Marketing Mix (WP)*	ILV		X	2	2	4	60	MV.SIM	4
11.MV.SIM.1.2	Strategic Marketing (WP)*	ILV		X	2	2	4	60	MV.SIM	3
12.MV.SIM.1.3	Global Brand Management (WP)*	ILV		X	2	2	4	60	MV.SIM	3
Total line:					24		37	555		40
Course hours = Total WSH x course weeks					360					

2. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
01.MV.ABS.2.1	Digital Transformation & Artificial Intelligence II: Management & Application	PT		X	2	1	2	30	MV.ABS	4
02.MV.MST.2	Management & strategy II: Application	ILV		X	4	1	4	60	MV.MST	5
03.MV.ABS.2.2	Organizational Psychology & Behavioral Economics	ILV		X	3	1	3	45	MV.ABS	4
05.MV.RSM.2	Research Methods II: Quantitative Analysis	ILV		X	2	1	2	30	MV.RSM	4
06.MV.SIF.2.1	Advanced Corporate Finance (WP)*	ILV		X	3	2	6	90	MV.SIF	4
07.MV.SIF.2.2	International Accounting II (WP)*	ILV		X	2	2	4	60	MV.SIF	3
08.MV.SIF.2.3	Contemporary Issues in Finance (WP)*	ILV		X	2	2	4	60	MV.SIF	3
09.MV.SIM.2.1	Market & Customer Analysis (WP)*	ILV		X	3	2	6	90	MV.SIM	4
10.MV.SIM.2.2	Digital Marketing Communication (WP)*	ILV		X	2	2	4	60	MV.SIM	3
11.MV.SIM.2.3	Contemporary Issues in Marketing (WP)*	ILV		X	2	2	4	60	MV.SIM	3
12.MV.SIM.2	Study Trip: Integrated Excursion Project - Marketing (WP)*	ILV		X	2	2	4	60	MV.SIM	3
13.MV.SIF.2	Study Trip: Integrated Excursion Project - Finance (WP)*	ILV		X	2	2	4	60	MV.SIF	3
Total line:					29		47	705		43
Course hours = Total WSH x course weeks					435					

3. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
01.MV.ABS.3.1	Transformational Management: Change & Organizational Development	ILV		X	2	1	2	30	MV.ABS	3
02.MV.MST.3.1	Management & strategy III: Exploration	ILV		X	3	1	3	45	MV.MST	5
03.MV.ABS.3.3	Integrated Company Project	PT		X	1.5	2	3.0	45.0	MV.ABS	4
04.MV.ABS.3.4	Business Simulation Game	UE		X	1	1	1	15	MV.ABS	2
05.MV.ABS.3.4	Elective	ILV		X	2	1	2	30	MV.ABS	3
06.MV.RSM.3	Research Methods III: Advanced Quantitative Analysis	ILV		X	2	1	2	30	MV.RSM	4
07.MV.COM.3	Sustainability in Business & Society	ILV		X	2	1	2	30	MV.COM	3
08.MV.ACS.3.1	Academic Writing	ILV		X	1	1	1	15	MV.ACS	2
09.MV.ACS.3.2	MA-Camp	ILV		X	0.5	6	3.0	45.0	MV.ACS	1
10.MV.SIF.3	Finance Lab (WP)*	ILV		X	1.5	2	3.0	45.0	MV.SIF	3
11.MV.SIM.3	Marketing Lab (WP)*	ILV		X	1.5	2	3.0	45.0	MV.SIM	3
Total line:					18.0		25.0	375.0		33
Course hours = Total WSH x course weeks					270.0					

4. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
01.MV.ABS.4	Current Topic	ILV		X	2	1	2	30	MV.ABS	3
02.MV.ACS.4.1	Colloquium Master Thesis	SE		X	1	1	1	15	MV.ACS	2
03.MV.ACS.4.2	Master Thesis	SE		X	0	1	0	0	MV.ACS	22
04.MV.ABS.4.1	Case Studies in Management	ILV		X	2	1	2	30	MV.ABS	3
Total line:					5		5	75		30
Course hours = Total WSH x course weeks					75					

Abbreviations	
E	Lecture in English language
ECTS	ECTS – Credit points
LV	Course
LVS	Course hour(s)
WSH	Weekly semester hour(s)
T	Lecture with technical background
WP	Elective subject

Summary curriculum data

Description	WSH	ASWS	ALVS	ECTS
Total number of courses over all semesters	76	114	1710	146
Total number of courses in 1st year of study	53	84	1260	83
Total number of courses in 2nd year of study	23	30	450	63
Total number of courses in 3rd year of study				
Total number of technical events over all semesters				
Percentage of technical courses over all semesters based on WSH / ECTS				
Total number of courses in English over all semesters	76			146
Proportion of courses in English over all semesters based on WSH / ECTS	100 %			100 %

2.3 Module descriptions

Module number:	Specialization International Corporate Finance		Scope:	
MV.SIF			26	ECTS
Degree program	University of Applied Sciences Master's Program International Business Management full-time			
Position in the curriculum	1. Semester			
	2. Semester			
	3. Semester			
Level	1. Semester: 2. Study cycle, Master / 2. Semester: 2. Master study cycle / 2. Semester: 2. Study cycle, Master / 3. Semester: 2. Study cycle, Master			
Previous knowledge	1. Semester: Course: Corporate Finance / 1. Semester: none / 2. Semester: Course: Corporate Finance / 2. Semester: Course: Corporate Finance / 2nd semester: Course: International Accounting I / 2. Semester: Course: International Accounting I / 2. Semester: none / 3. Semester: LV: Corporate Finance			
Blocked	no			
Participant group	Bachelor graduates, beginners			
Literature recommendation	<u>Advanced Corporate Finance (WP)* /ILV / LV-Nr: 06.MV.SIF.2.1 / 2.Semester / ECTS: 4</u> • Berk, Jonathan; DeMarzo, Peter: Corporate Finance. Pearson (latest edition) • Brealey, Richard A.; Myers, Stewart C.; Allen, Franklin: Principles of Corporate Finance. McGraw-Hill (latest international edition) • Hull, John C.: Options, Futures and Other Derivatives. Pearson (latest edition) • Harvard Business Cases (e.g. Massey Ferguson (HBS 9-282-043), Tottenham Hotspur (HBS 9-209-059), Winfield Refuse Management (HBS 5-913-531))			
	<u>Corporate Finance (WP)* /ILV / LV-Nr: 07.MV.SIF.1.1 / 1.Semester / ECTS: 4</u> • Berk, Jonathan; DeMarzo, Peter: Corporate Finance. Pearson (latest edition) • Brealey, Richard A.; Myers, Stewart C.; Allen, Franklin: Principles of Corporate Finance. McGraw-Hill (latest international edition) • Kevin Kaiser and S. David Young, 2009, Need Cash? Look Inside Your Company. Harvard Business Review May 2009, 64-71. • Harvard Business Cases (e.g. HBS-Case: Warburg Pincus and emgs: The IPO Decision (HBS 9-807-092), Ratios Tell a Story (UV1138), Unidentified Industries (HBS 9-207-096), Wilson Lumber Company (HBS 9-207-096)			
	<u>International Accounting II (WP)* /ILV / LV-Nr: 07.MV.SIF.2.2 / 2.Semester / ECTS: 3</u> • Harrison, Walter T.; Horngren, Charles T.; Thomas, C. William & Tietz, Wendy M.: Financial Accounting. Pearson (latest international edition) • Accessing the IFRS Standards via http://www.ifrs.org/IFRSs/Pages/IFRS.aspx and technical summaries through http://www.ifrs.org/IFRSs/Pages/Technical-summaries.aspx			
	<u>Applied Financial Management (WP)* /ILV / LV-Nr: 08.MV.SIF.1.2 / 1.Semester / ECTS: 3</u> • Harrison, Walter T.; Horngren, Charles T.; Thomas, C. William & Tietz, Wendy M.: Financial Accounting. Pearson (latest international edition) • Berk, Jonathan; DeMarzo, Peter: Corporate Finance. Pearson (latest edition) • Harvard Business Cases (e.g. Anandam Manufacturing Company (HBS W16204-PDF-ENG), Generating Higher Value at IBM (HBS 215058-PDF-ENG), Amazon: The Brink of Bankruptcy (HBS 809014-PDF-ENG) • Company statements from DAX and S&P 500 Indices			
	<u>Contemporary Issues in Finance (WP)* /ILV / LV-Nr: 08.MV.SIF.2.3 / 2.Semester / ECTS: 3</u> • Berk, Jonathan; DeMarzo, Peter: Corporate Finance. Pearson (latest edition) • Wooldridge, Jeffrey: Introductory Econometrics: A Modern Approach. Thomson South-Western (latest edition) • Various materials and articles from the Financial Management Journal and Review of Finance			
	<u>International Accounting I (WP)* /ILV / LV-Nr: 09.MV.SIF.1.3 / 1.Semester / ECTS: 3</u> • Harrison, Walter T.; Horngren, Charles T.; Thomas, C. William & Tietz, Wendy M.: Financial Accounting. Pearson (latest international edition) • Accessing the IFRS Standards via http://www.ifrs.org/IFRSs/Pages/IFRS.aspx and technical summaries through http://www.ifrs.org/IFRSs/Pages/Technical-summaries.aspx			

	<u>Finance Lab (WP)* /ILV / LV-Nr: 10.MV.SIF.3 / 3.Semester / ECTS: 3</u> • Berk, Jonathan; DeMarzo, Peter: Corporate Finance. Pearson (latest edition) • Hull, John C.: Options, Futures and Other Derivatives. Pearson (latest edition) • Wooldridge, Jeffrey: Introductory Econometrics: A Modern Approach. Thomson South-Western (latest edition)
	<u>Study Trip: Integrated Excursion Project - Finance (WP)* /ILV / LV-Nr: 13.MV.SIF.2 / 2.Semester / ECTS: 3</u> • Berk, Jonathan; DeMarzo, Peter: Corporate Finance. Pearson (latest edition) • Brealey, Richard A.; Myers, Stewart C.; Allen, Franklin: Principles of Corporate Finance. McGraw-Hill (latest international edition) • Harrison, Walter T.; Horngren, Charles T.; Thomas, C. William & Tietz, Wendy M.: Financial Accounting. Pearson (latest international edition) • Kaiser, Kevin; Young, David S. (2009): Need Cash? Look Inside Your Company. Harvard Business Review May 2009, 64-71.
Acquisition of skills	<u>Advanced Corporate Finance (WP)* /ILV / LV-Nr: 06.MV.SIF.2.1 / 2.Semester / ECTS: 4</u> The students are able to: • expand financial knowledge related to potential determinants of the capital structure and value of a company. • apply financial education, in particular in the field of business valuation. • compare companies from the point of view of profitability. • analyze practical cases.
	<u>Corporate Finance (WP)* /ILV / LV-Nr: 07.MV.SIF.1.1 / 1.Semester / ECTS: 4</u> The students are able to:

Acquisition of skills	• develop and apply specialist knowledge relating to different financing options for start-ups and companies on international financial markets and privately. • carry out key figure analyses of companies and monitor liquidity management. • compare companies analytically. • analyze practical cases.
	<u>International Accounting II (WP)* /ILV / LV-Nr: 07.MV.SIF.2.2 / 2.Semester / ECTS: 3</u> The students are able to: • expand financial knowledge of international accounting in accordance with IFRS and apply it to issues relating to fixed assets, liabilities and equity, in particular share and bond issues or purchases. • prepare and interpret more complex financial statements (including the cash flow statement) • compare companies from the point of view of profitability. • Analyze practical cases.
	<u>Applied Financial Management (WP)* /ILV / LV-Nr: 08.MV.SIF.1.2 / 1.Semester / ECTS: 3</u> The students are able to: • develop and apply financial knowledge, in particular with regard to financing and investment decisions, analysis of key figures and liquidity management. - compare companies based on annual financial statements from the point of view of profitability. • analyze practical cases.
	<u>Contemporary Issues in Finance (WP)* /ILV / LV-Nr: 08.MV.SIF.2.3 / 2.Semester / ECTS: 3</u> The students are able to: • expand financial knowledge, especially with regard to current business trends and financial innovations. • understand and interpret financial articles. • understand and classify current practical trends (e.g. digitization and sustainability developments in investment and financing decisions, block-chain based innovations as well as mechanisms). • prepare their own analyses.
	<u>International Accounting I (WP)* /ILV / LV-Nr: 09.MV.SIF.1.3 / 1.Semester / ECTS: 3</u> The students are able to: • build up basic knowledge of international accounting in accordance with IFRS and to apply it to issues concerning the fixed assets of a company. • prepare and understand simple annual financial statements step by step • compare companies from the point of view of profitability. • fundamentally analyze practical cases.
	<u>Finance Lab (WP)* /ILV / LV-Nr: 10.MV.SIF.3 / 3.Semester / ECTS: 3</u> The students are able to: • expand and apply financial knowledge, especially in the field of investment alternatives and portfolio theory. • prepare their own asset class analyses. • test personal investment decisions on the computer via virtual platforms. • strengthen their analytical skills.
	<u>Study Trip: Integrated Excursion Project - Finance (WP)* /ILV / LV-Nr: 13.MV.SIF.2 / 2.Semester / ECTS: 3</u> The students: • become familiar with companies and institutions during a study trip lasting several days. • are able to compare national and multinational companies from a profitability point of view and analyze practical cases. • Are able to work on management challenges in the field of marketing or finance actively and with their previously-acquired specialist and methodological knowledge, develop and present strategic solution proposals and deal constructively with feedback from the companies.
Course contents	<u>Advanced Corporate Finance (WP)* /ILV / LV-Nr: 06.MV.SIF.2.1 / 2.Semester / ECTS: 4</u> • Students expand their financial knowledge of the importance and potential determinants of the capital structure of a company, based on the Modigliani-Miller theorems. • They also expand their financial knowledge in the field of company valuation (multiples, discounted cash flow: WACC, APV, CCF) and apply it in the context of start-ups, share issues and mergers and acquisitions.
	<u>Corporate Finance (WP)* /ILV / LV-Nr: 07.MV.SIF.1.1 / 1.Semester / ECTS: 4</u> • The course content includes the transfer of knowledge in the field of financing options for start-ups and established companies on international capital markets and with the help of private intermediaries. • In addition, the topics of working capital management and securing liquidity are analyzed in greater depth.
	<u>International Accounting II (WP)* /ILV / LV-Nr: 07.MV.SIF.2.2 / 2.Semester / ECTS: 3</u>

- Extension of the basic principles of international accounting in accordance with IFRS and extended application to issues relating to fixed assets, liabilities and equity - in particular share and bond issues or purchases.
- A cash flow statement in accordance with IFRS is also prepared as part of the preparation of more complex annual financial statements.
- Finally, the general idea of consolidating the annual financial statements of affiliated companies is presented and applied to individual questions.
- Analysis of practical cases.

Course contents	<u>Applied Financial Management (WP)* /ILV / LV-Nr: 08.MV.SIF.1.2 / 1.Semester / ECTS: 3</u> • Practical cases are analyzed as a main focus of this course, generally based on Harvard business cases. The focus is mainly on corporate financing and investment decisions as well as liquidity management. • The aim is to compare companies based on annual financial statements, including an analysis of key figures, from the point of view of profitability and to advise them on strategic financing and investment decisions.
	<u>Contemporary Issues in Finance (WP)* /ILV / LV-Nr: 08.MV.SIF.2.3 / 2.Semester / ECTS: 3</u> • The focus of this course is on acquiring and expanding knowledge of current corporate trends and financial innovations by means of current financial articles. • Sample trends concern the field of digitization and sustainability developments in entrepreneurial investment and financing decisions, block-chain based innovations as well as mechanisms such as: • Trends in managers' remuneration strategies • New financing and investment opportunities for companies • Financing via crowdsourcing and funding • Crypto currencies and related financial technologies (fintech) • Digital payment systems • Sustainable investment rules (keyword: green finance, ESG rules)
	<u>International Accounting I (WP)* /ILV / LV-Nr: 09.MV.SIF.1.3 / 1.Semester / ECTS: 3</u> • The focus of this course is to impart knowledge of the rules of international accounting according to IFRS and their direct application to the fixed assets of a company. • Furthermore, simple annual financial statements are analyzed and prepared. • The course also focuses on learning how to set up an effective internal monitoring system within the company and how to efficiently manage cash, receivables and inventories.
	<u>Finance Lab (WP)* /ILV / LV-Nr: 10.MV.SIF.3 / 3.Semester / ECTS: 3</u> • The focus of this course is to acquire and expand knowledge of available investment alternatives and modern portfolio theory. • Different asset classes are analyzed and personal investment decisions are made based on the risk-return profiles and personal preferences.
	<u>Study Trip: Integrated Excursion Project - Finance (WP)* /ILV / LV-Nr: 13.MV.SIF.2 / 2.Semester / ECTS: 3</u> • Study trip lasting several days with a visit to one or more companies or institutions. • Students are confronted with current and specific challenges. • Students analyze the situation and work out potential solutions, which are presented and discussed with company representatives.
Teaching and learning methods	<u>Advanced Corporate Finance (WP)* /ILV / LV-Nr: 06.MV.SIF.2.1 / 2.Semester / ECTS: 4</u> Blended Learning
	<u>Corporate Finance (WP)* /ILV / LV-Nr: 07.MV.SIF.1.1 / 1.Semester / ECTS: 4</u> Blended Learning
	<u>International Accounting II (WP)* /ILV / LV-Nr: 07.MV.SIF.2.2 / 2.Semester / ECTS: 3</u> Blended Learning
	<u>Applied Financial Management (WP)* /ILV / LV-Nr: 08.MV.SIF.1.2 / 1.Semester / ECTS: 3</u> Blended Learning
	<u>Contemporary Issues in Finance (WP)* /ILV / LV-Nr: 08.MV.SIF.2.3 / 2.Semester / ECTS: 3</u> Blended Learning
	<u>International Accounting I (WP)* /ILV / LV-Nr: 09.MV.SIF.1.3 / 1.Semester / ECTS: 3</u> Blended Learning
	<u>Finance Lab (WP)* /ILV / LV-Nr: 10.MV.SIF.3 / 3.Semester / ECTS: 3</u> Blended Learning
	<u>Study Trip: Integrated Excursion Project - Finance (WP)* /ILV / LV-Nr: 13.MV.SIF.2 / 2.Semester / ECTS: 3</u> Excursion
Evaluation Methods Criteria	<u>Advanced Corporate Finance (WP)* /ILV / LV-Nr: 06.MV.SIF.2.1 / 2.Semester / ECTS: 4</u> Written exam
	<u>Corporate Finance (WP)* /ILV / LV-Nr: 07.MV.SIF.1.1 / 1.Semester / ECTS: 4</u> Written exam
	<u>International Accounting II (WP)* /ILV / LV-Nr: 07.MV.SIF.2.2 / 2.Semester / ECTS: 3</u> Written exam

	<u>Applied Financial Management (WP)* /ILV / LV-Nr: 08.MV.SIF.1.2 / 1.Semester / ECTS: 3</u> presentation
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Evaluation Methods Criteria	<u>Contemporary Issues in Finance (WP)* /ILV / LV-Nr: 08.MV.SIF.2.3 / 2.Semester / ECTS: 3</u> presentation
	<u>International Accounting I (WP)* /ILV / LV-Nr: 09.MV.SIF.1.3 / 1.Semester / ECTS: 3</u> Written exam
	<u>Finance Lab (WP)* /ILV / LV-Nr: 10.MV.SIF.3 / 3.Semester / ECTS: 3</u> presentation
	<u>Study Trip: Integrated Excursion Project - Finance (WP)* /ILV / LV-Nr: 13.MV.SIF.2 / 2.Semester / ECTS: 3</u> Term paper, presentation

Module number:	Specialization International Marketingmanagement	Scope:	
MV.SIM		26	ECTS
Degree program	University of Applied Sciences Master's Program International Business Management full-time		
Position in the curriculum	1. Semester		
	2. Semester		
	3. Semester		
Level	1. Semester: 2. Study cycle, Master / 2. Semester: 2. Master study cycle / 2. Semester: 2. Study cycle, Master / 3. Semester: 2. Study cycle, Master		
Previous knowledge	1. Semester: none / 2. Semester: 2nd semester: Specialization in International Marketing Management course of the 1st semester / 2. Semester: 2nd semester: Specialization in International Marketing Management course of the 1st semester / 2. Semester: none / 2. Semester: Specialization in International Marketing Management course of the 1st semester / 3. Semester: 3rd semester: Specialization in International Marketing Management course of the first year		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Market & Customer Analysis (WP)* /ILV / LV-Nr: 09.MV.SIM.2.1 / 2.Semester / ECTS: 4</u> - Cheverton, Peter: Key Marketing Skills: A Complete Action Kit of Strategies, Tools and Techniques for Marketing Success. Kogan Page (latest edition) - Kumar, V; Reinartz, Werner: Customer Relationship Management. Springer (latest edition) - McGrath, James; Bates, Bob: The little book of big management theories. Pearson (latest edition) 1-2 current journal articles (e.g. American Marketing Journal, Marketing Review St. Gallen)		
	<u>Applied Marketing Mix (WP)* /ILV / LV-Nr: 10.MV.SIM.1.1 / 1.Semester / ECTS: 4</u> - Kotler, Philipp et al.: Marketing Management. Pearson (latest edition) - Hollensen, Svend: Marketing Planning. Pearson (latest edition) 1-2 current journal articles (e.g. American Marketing Journal, Marketing Review St. Gallen)		
	<u>Digital Marketing Communication (WP)* /ILV / LV-Nr: 10.MV.SIM.2.2 / 2.Semester / ECTS: 3</u> - Chaffey, Dave: Digital Marketing. Pearson (latest edition) - Kingsnorth, Simon: Digital Marketing Strategy: An Integrated Approach to Online Marketing. Kogan Page (latest edition) - Smith, Paul R.; Zook, Ze: Marketing Communications: Integrating Online and Offline, Customer Engagement and Digital Technologies. Kogan Page (latest edition) 1-2 current journal articles (e.g. American Marketing Journal, Marketing Review St. Gallen)		
	<u>Strategic Marketing (WP)* /ILV / LV-Nr: 11.MV.SIM.1.2 / 1.Semester / ECTS: 3</u> - West, Douglas et al.: Strategic Marketing – Creating Competitive Advantage. Oxford University Press (latest edition) 1-2 current journal articles (e.g. American Marketing Journal, Marketing Review St. Gallen)		
	<u>Contemporary Issues in Marketing (WP)* /ILV / LV-Nr: 11.MV.SIM.2.3 / 2.Semester / ECTS: 3</u> - Abhängig von der jeweiligen Themenstellung 1-2 current journal articles (e.g. American Marketing Journal, Marketing Review St. Gallen)		
	<u>Marketing Lab (WP)* /ILV / LV-Nr: 11.MV.SIM.3 / 3.Semester / ECTS: 3</u> - Suitable literature from the reference library for the respective question - Suitable articles from full text databases - Relevant statistics from Statista		
	<u>Global Brand Management (WP)* /ILV / LV-Nr: 12.MV.SIM.1.3 / 1.Semester / ECTS: 3</u> - Finch, Jon; Kapferer, Jean-Noel: The New Strategic Brand Management – advanced Insights and Strategic Thinking. Kogan Page (latest edition) - Miller, Donald: Building A Story Brand – Clarify Your Message So Customers Will Listen. Thomas Nelson Publishers (latest edition) - Minsky, Laurence; Geva, Ivan: Global Brand Management: A Guide to Developing, Building & Managing an International Brand. Kogan Page (latest edition) 1-2 current journal articles (e.g. American Marketing Journal, Marketing Review St. Gallen)		

	<u>Study Trip: Integrated Excursion Project - Marketing (WP)* /ILV / LV-Nr: 12.MV.SIM.2 / 2.Semester / ECTS: 3</u> • Hollensen, Svend: Marketing Planning. Pearson (latest edition) • Kotler, Philipp et al.: Marketing Management. Pearson (latest edition) • West, Douglas et al.: Strategic Marketing – Creating Competitive Advantage. Oxford University Press (latest edition) • 1-2 current journal articles (e.g. American Marketing Journal, Marketing Review St. Gallen)
Acquisition of skills	<u>Market & Customer Analysis (WP)* /ILV / LV-Nr: 09.MV.SIM.2.1 / 2.Semester / ECTS: 4</u> The students: • can apply the most common strategic analysis tools for customers and markets from a marketing perspective to business cases. • can interpret operational customer information from the CRM system ("big data"). • can integrate the knowledge gained into business and marketing plans. • understand the relevance and importance of market research as a source of valuable data for strategic analysis.
	<u>Applied Marketing Mix (WP)* /ILV / LV-Nr: 10.MV.SIM.1.1 / 1.Semester / ECTS: 4</u> The students: • know how the elements of the Marketing Mix for Products (4P) can be applied in practical situations. • know how the elements of the Marketing Mix for Services (7P) can be applied in practical situations.

Acquisition of skills	• know research paths for the selection, planning and budgeting of individual marketing mix tools. • are able to create a marketing plan based on the marketing mix factor considerations, taking into account both strategic and operational aspects (e.g. budget, timing).
	<u>Digital Marketing Communication (WP)* /ILV / LV-Nr: 10.MV.SIM.2.2 / 2.Semester / ECTS: 3</u> The students: • know the communication basics relevant for marketing. • know the specifics of digital communication, especially with regard to marketing communication and social media. • can design a digital marketing strategy along the marketing mix factors. • have acquired basic knowledge in the field of CRM, so that they know the functionality and well-known software solutions. • know how CRM data can be integrated into a digital marketing concept, especially in the area of sales-promoting communication.
	<u>Strategic Marketing (WP)* /ILV / LV-Nr: 11.MV.SIM.1.2 / 1.Semester / ECTS: 3</u> The students: • are able to define possible marketing goals based on a well-founded as-is analysis, which can be derived from corporate goals and are based on the identification of long-term trends and development potential. • can develop marketing strategies to achieve these goals along the marketing mix factors. • select the key figures that are relevant for monitoring the achievement of objectives and know how to apply them.
	<u>Contemporary Issues in Marketing (WP)* /ILV / LV-Nr: 11.MV.SIM.2.3 / 2.Semester / ECTS: 3</u> The students: • are able to theoretically substantiate, classify and competently answer current marketing questions from practice. • know scientific publications from the marketing sector, can classify them in the marketing sciences, discuss them critically and comment competently on questions arising from them. • show that they can clearly analyze facts.
	<u>Marketing Lab (WP)* /ILV / LV-Nr: 11.MV.SIM.3 / 3.Semester / ECTS: 3</u> The students: • gain insights into marketing issues through close contact with practice (in the form of actual marketing problems or in the form of case studies). • are able to call up their marketing and business knowledge related to a specific question and apply it to a marketing problem in a target-oriented way. • can also integrate the knowledge of a larger group (students) and therefore participate in problem solving.
	<u>Global Brand Management (WP)* /ILV / LV-Nr: 12.MV.SIM.1.3 / 1.Semester / ECTS: 3</u> The students: • know how important it is to build and develop a brand over time. • know about the power of a brand and the role it plays in the purchase decision. • can analyze brands for their differentiation from the competition in the market, uncover weaknesses and make constructive suggestions for improvements. • are able to design strategic measures such as brand extensions and transfers of an existing brand. • know the special features of global brands.
	<u>Study Trip: Integrated Excursion Project - Marketing (WP)* /ILV / LV-Nr: 12.MV.SIM.2 / 2.Semester / ECTS: 3</u> The students: • become familiar with companies and institutions during a study trip lasting several days. • are able to compare national and multinational companies from a profitability point of view and analyze practical cases. • are able to work on management challenges in the field of marketing or finance actively and with their previously-acquired specialist and methodological knowledge, develop and present strategic solution proposals and deal constructively with feedback from the companies.
Course contents	<u>Market & Customer Analysis (WP)* /ILV / LV-Nr: 09.MV.SIM.2.1 / 2.Semester / ECTS: 4</u> • Application of customer-oriented analysis tools (e.g. ABC analysis, target group analysis, satisfaction analysis, customer journey) based on case studies/practical examples • Application of market-oriented analysis tools (e.g. BCG, McKinsey, 5-Forces, Ansoff) on the basis of case studies/practical examples • Terms and basics of CRM, basics of data analysis for CRM activities • Techniques of estimating market and customer potential including plausibility checks • Combining the above analysis tools with findings of conventional market research on customer needs and customer satisfaction • Integration of the findings into business and marketing plans
	<u>Applied Marketing Mix (WP)* /ILV / LV-Nr: 10.MV.SIM.1.1 / 1.Semester / ECTS: 4</u> • Application of the marketing mix for products (4P) to real issues • Application of the marketing mix for services (7P) to real issues • Research and selection of specific tools of the individual marketing mix factors • Creation of marketing plans including budget calculation and timing

	<u>Digital Marketing Communication (WP)* /ILV / LV-Nr: 10.MV.SIM.2.2 / 2.Semester / ECTS: 3</u> • Basics of marketing communication • Basics of digital communication • Development of a digital marketing strategy
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Course contents	• Development of a digital marketing mix • Evaluation of a digital marketing concept • Basics of customer relationship management (CRM)
	<u>Strategic Marketing (WP)* /ILV / LV-Nr: 11.MV.SIM.1.2 / 1.Semester / ECTS: 3</u> • Strategy process, consisting of analysis, development, conception and realization • As-is analysis of the marketing-relevant environment (market, industry, business models) and of marketing in your own company • Definition of possible marketing goals (among others with the approach of "segmenting, targeting, positioning") • Development of marketing strategies for goal attainment under marketing strategy aspects • Key figures on degrees of goal attainment and their monitoring
	<u>Contemporary Issues in Marketing (WP)* /ILV / LV-Nr: 11.MV.SIM.2.3 / 2.Semester / ECTS: 3</u> • Overview of the entire marketing sciences • Analyze, discuss and independently work on selected, current issues in the field of marketing within the framework of a project and/or on the basis of practical projects or scientific articles. • Analysis of marketing issues • Application of knowledge to the issues
	<u>Marketing Lab (WP)* /ILV / LV-Nr: 11.MV.SIM.3 / 3.Semester / ECTS: 3</u> • Identify, assess and focus on marketing issues in the corporate context • Analyze the problem situation and work out possible solutions • Plan and organize the internal procedures in a consulting team to answer the marketing question • Solve the problem and present the solution
	<u>Global Brand Management (WP)* /ILV / LV-Nr: 12.MV.SIM.1.3 / 1.Semester / ECTS: 3</u> • Definition and delimitation of the term brand • Positioning as proof of the significance and strength of the brand in the competitive environment • Growth and maintenance of a brand • Strategic measures (brand expansion, brand wear, brand rejuvenation), even in a demanding market environment (e.g. in saturated markets) • Influence of the brand on the consumer's buying decision
	<u>Study Trip: Integrated Excursion Project - Marketing (WP)* /ILV / LV-Nr: 12.MV.SIM.2 / 2.Semester / ECTS: 3</u> • Study trip lasting several days with a visit to one or more companies or institutions • Students are confronted with current and specific challenges • Students analyze the situation and work out potential solutions, which are presented and discussed with the company representatives
Teaching and learning methods	<u>Market & Customer Analysis (WP)* /ILV / LV-Nr: 09.MV.SIM.2.1 / 2.Semester / ECTS: 4</u> Blended Learning
	<u>Applied Marketing Mix (WP)* /ILV / LV-Nr: 10.MV.SIM.1.1 / 1.Semester / ECTS: 4</u> Blended Learning
	<u>Digital Marketing Communication (WP)* /ILV / LV-Nr: 10.MV.SIM.2.2 / 2.Semester / ECTS: 3</u> Blended Learning
	<u>Strategic Marketing (WP)* /ILV / LV-Nr: 11.MV.SIM.1.2 / 1.Semester / ECTS: 3</u> Blended Learning
	<u>Contemporary Issues in Marketing (WP)* /ILV / LV-Nr: 11.MV.SIM.2.3 / 2.Semester / ECTS: 3</u> Blended Learning
	<u>Marketing Lab (WP)* /ILV / LV-Nr: 11.MV.SIM.3 / 3.Semester / ECTS: 3</u> Blended Learning
	<u>Global Brand Management (WP)* /ILV / LV-Nr: 12.MV.SIM.1.3 / 1.Semester / ECTS: 3</u> Blended Learning
	<u>Study Trip: Integrated Excursion Project - Marketing (WP)* /ILV / LV-Nr: 12.MV.SIM.2 / 2.Semester / ECTS: 3</u> excursion
Evaluation Methods Criteria	<u>Market & Customer Analysis (WP)* /ILV / LV-Nr: 09.MV.SIM.2.1 / 2.Semester / ECTS: 4</u> Online tasks, term paper, presentation, exam
	<u>Applied Marketing Mix (WP)* /ILV / LV-Nr: 10.MV.SIM.1.1 / 1.Semester / ECTS: 4</u> Online tasks, term paper, presentation

	<u>Digital Marketing Communication (WP)* /ILV / LV-Nr: 10.MV.SIM.2.2 / 2.Semester / ECTS: 3</u> Online tasks, term paper, presentation
	<u>Strategic Marketing (WP)* /ILV / LV-Nr: 11.MV.SIM.1.2 / 1.Semester / ECTS: 3</u> Online tasks, term paper, presentation, exam

Evaluation Methods Criteria	<u>Contemporary Issues in Marketing (WP)* /ILV / LV-Nr: 11.MV.SIM.2.3 / 2.Semester / ECTS: 3</u>
	Online tasks, exam
	<u>Marketing Lab (WP)* /ILV / LV-Nr: 11.MV.SIM.3 / 3.Semester / ECTS: 3</u>
	Term paper, presentation
	<u>Global Brand Management (WP)* /ILV / LV-Nr: 12.MV.SIM.1.3 / 1.Semester / ECTS: 3</u>
	Online tasks, exam
	<u>Study Trip: Integrated Excursion Project - Marketing (WP)* /ILV / LV-Nr: 12.MV.SIM.2 / 2.Semester / ECTS: 3</u>
	Term paper, presentation

Module number:	Management & Strategy	Scope:	
MV.MST		18	ECTS
Degree program	University of Applied Sciences Master's Program International Business Management full-time		
Position in the curriculum	1. Semester		
	2. Semester		
	3. Semester		
Level	1. Semester: 2. Study cycle, Master / 2. Semester: 2. Study cycle, Master / 3. Semester: 2. Study cycle, Master		
Previous knowledge	1. Semester: none / 2. Semester: 2nd semester: Successful completion of the course: Management & strategy I / 3. Semester: 3rd semester: Successful completion of the course: Management & strategy I and II		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Economics for Managers /ILV / LV-Nr: 04.MV.MST.1.2 / 1.Semester / ECTS: 4</u> • Farnham, Paul: Economics for Managers. Pearson (latest edition) • Baye, Michael; Prince, Jeff: Managerial Economics & Business Strategy. Mcgraw-Hill Series Economics (latest edition) • Allen, W. Bruce; Weigelt, Keith; Doherty, Neil A.; Mansfield, Edwin: Managerial Economics: Theory, Applications, and Cases. W. W. Norton & Company (latest edition)		
	<u>Management & strategy I: Fundamentals /ILV / LV-Nr: 03.MV.MST.1.1 / 1.Semester / ECTS: 4</u> • Harvard Business Review Press, HBR` s 10 Must Reads on Strategy, Boston: HBR Press (in the current edition) • Malik, Fredmund: Strategy. Campus (in the current edition) • Mintzberg, Henry et al: Strategy Safari. FT Press (in the current edition) • 1-2 articles from professional journals		
	<u>Management & strategy II: Application /ILV / LV-Nr: 02.MV.MST.2 / 2.Semester / ECTS: 5</u> • Johnson, Gerry: Exploring Strategy. Pearson (in the current edition) • Wunder, Thomas: Essentials of Strategic Management. Schäffer-Poeschel (in the current edition) • 1-2 current articles from professional journals		
	<u>Management & strategy III: Exploration /ILV / LV-Nr: 02.MV.MST.3.1 / 3.Semester / ECTS: 5</u> • Harvard Business Review Press, HBR` s 10 Must Reads on Strategy, Boston: HBR Press (in the current edition) • Lynch, Richard: Strategic Management. Pearson (in the current edition) • 1-2 current articles from professional journals		
Acquisition of skills	<u>Economics for Managers /ILV / LV-Nr: 04.MV.MST.1.2 / 1.Semester / ECTS: 4</u> The students are able to: • apply economic concepts and methods to business-related management issues. • determine the revenue-maximizing pricing strategy based on demand elasticity. • identify and evaluate techniques for the empirical estimation of demand. • discuss the consequences of market forms such as monopoly or monopolistic competition and to develop appropriate strategies for profit maximization. • analyze the effects of digital technologies on the supply or demand side and assess the consequences of network effects.		
	<u>Management & strategy I: Fundamentals /ILV / LV-Nr: 03.MV.MST.1.1 / 1.Semester / ECTS: 4</u> The students: • consolidate, advance and reflect on the most important strategic theories and approaches from the preliminary studies (to align the existing, different qualification levels) • know the connection between strategy, structure, culture and management based on the St. Gallen Management Model and management cybernetics • master the basics of transformation and innovation management • are able to design and monitor strategic processes (analysis, planning, implementation and review).		
	<u>Management & strategy II: Application /ILV / LV-Nr: 02.MV.MST.2 / 2.Semester / ECTS: 5</u> The students: • Can classify strategic issues from an entrepreneurial point of view. • Are capable of developing and solving a current, entrepreneurial strategy case in a self-organized manner. • Combine classical strategy theories and approaches with the case. • Can develop and apply strategic methods and tools ("applied science"). • Develop the solution in an entrepreneurial way and always have the implementation in focus.		

	<u>Management & strategy III: Exploration /ILV / LV-Nr: 02.MV.MST.3.1 / 3.Semester / ECTS: 5</u> The students: • are able to work on selected, current, scientifically relevant strategy topics. • can independently develop models and theories on these selected topics and network with others. • are proficient in the transfer of a self-developed theory and specific methods for its implementation. • are competent enough to independently penetrate new strategy topics and make them applicable in an entrepreneurial way. Management & strategy I: Fundamentals /ILV / Course no.: 03.MV.MST.1.1 / 1st semester / ECTS: 4
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Course contents	<u>Economics for Managers /ILV / LV-Nr: 04.MV.MST.1.2 / 1.Semester / ECTS: 4</u> • Market model and demand elasticity • Economies of scale and network externalities • Perfect competitive market, monopoly and monopolistic competition • Pricing and profit maximization • Digital technologies and market concentration
	<u>Management & strategy I: Fundamentals /ILV / LV-Nr: 03.MV.MST.1.1 / 1.Semester / ECTS: 4</u> • Core topics, theories and models of strategic management • Strategy in the context of the St. Gallen Management Model and management cybernetics • Fundamentals of transformation and innovation management • Leadership processes in connection with strategy (analysis, planning and implementation methods)
	<u>Management & strategy II: Application /ILV / LV-Nr: 02.MV.MST.2 / 2.Semester / ECTS: 5</u> • Overview of the most important strategy tools • Basics for the development of methods and solutions for entrepreneurial strategy cases • Impulses for solution development • Methodical, procedural and content-related reflection
	<u>Management & strategy III: Exploration /ILV / LV-Nr: 02.MV.MST.3.1 / 3.Semester / ECTS: 5</u> • Communication of the currently most important and most-discussed strategy topics that are not yet or not sufficiently scientifically or practically penetrated • Development of theories, models, methods and solutions for these current strategy topics and connection with other business-related management approaches • First application examples and best practices for these topics • Mutual exchange of expertise and presentation of contents and solutions
Teaching and learning methods	<u>Economics for Managers /ILV / LV-Nr: 04.MV.MST.1.2 / 1.Semester / ECTS: 4</u> Blended Learning
	<u>Management & strategy I: Fundamentals /ILV / LV-Nr: 03.MV.MST.1.1 / 1.Semester / ECTS: 4</u> Blended Learning
	<u>Management & strategy II: Application /ILV / LV-Nr: 02.MV.MST.2 / 2.Semester / ECTS: 5</u> Blended Learning
	<u>Management & strategy III: Exploration /ILV / LV-Nr: 02.MV.MST.3.1 / 3.Semester / ECTS: 5</u> Blended Learning
Evaluation Methods Criteria	<u>Economics for Managers /ILV / LV-Nr: 04.MV.MST.1.2 / 1.Semester / ECTS: 4</u> Term paper, presentation, exam
	<u>Management & strategy I: Fundamentals /ILV / LV-Nr: 03.MV.MST.1.1 / 1.Semester / ECTS: 4</u> Online tasks, exam
	<u>Management & strategy II: Application /ILV / LV-Nr: 02.MV.MST.2 / 2.Semester / ECTS: 5</u> Term paper, presentation
	<u>Management & strategy III: Exploration /ILV / LV-Nr: 02.MV.MST.3.1 / 3.Semester / ECTS: 5</u> Term paper, presentation

Module number:	Complementary Competences	Scope:	
MV.COM		7	ECTS
Degree program	University of Applied Sciences Master's Program International Business Management full-time		
Position in the curriculum	1. Semester		
	3. Semester		
Level	1. Semester: 2. Study cycle, Master / 3. Semester: 2. Master study cycle		
Previous knowledge	1. Semester: none / 3. Semester: Course of the first academic year		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Sustainability in Business & Society /ILV / LV-Nr: 07.MV.COM.3 / 3.Semester / ECTS: 3</u> • Crane, Andrew; Matten, Dirk: Business Ethics. Oxford University Press (latest edition) • Schlegelmilch, Bodo, Szöcs, Ilona (Eds.): Rethinking Business Responsibility in a Global Context. Springer (latest edition) • 1-2 current articles from professional journals		
	<u>Cross Cultural Management /ILV / LV-Nr: 05.MV.COM.1.2 / 1.Semester / ECTS: 3</u> • Hofstede, Geert; Hofstede, Gert J.; Minkov, Michael: Cultures and Organizations. McGraw-Hill (latest edition) • Mead, Richard; Andrews, Tim G.: International Management. Wiley-Blackwell (latest edition) • Thomas, David C.; Peterson, Mark F.: Cross-Cultural Management. Sage (latest edition) • Trompenaars, Fons; Hampden-Turner, Charles: Riding the waves of culture. Nicholas Brealey Publishing (latest edition) • Recent articles from professional journals		
	<u>Teambuilding & Teamwork /ILV / LV-Nr: 01.MV.COM.1.1 / 1.Semester / ECTS: 1</u> • Coryell, Eric: Revolutionize Teamwork: How to Create and Lead Accountable Teams. Simple Truth (latest edition) • Mischel Walter: The Marshmallow Test. Random House (latest edition) • Watzlawick, Paul; Beavin, Janet H.; Jackson, Don D.: Pragmatics of Human Communication. Norton (latest edition)		
Acquisition of skills	<u>Sustainability in Business & Society /ILV / LV-Nr: 07.MV.COM.3 / 3.Semester / ECTS: 3</u> The students are able to: • understand the connections between economy, society and politics against the background of individual and organizational responsibility. • recognize and critically discuss ethical issues in practice. • differentiate between different approaches to corporate governance. • reflect the demands of various stakeholders against an ethical background and integrate them into management considerations.		
	<u>Cross Cultural Management /ILV / LV-Nr: 05.MV.COM.1.2 / 1.Semester / ECTS: 3</u> The students: • know and recognize the differences and similarities of different cultures and can name them. • know the basics of intercultural and international management and can foresee and consider central challenges in the context of interculturality - especially with regard to management decisions. • can reflect their own assumptions and attitudes against the background of different cultures. • are personally able to move confidently in intercultural teams.		
	<u>Teambuilding & Teamwork /ILV / LV-Nr: 01.MV.COM.1.1 / 1.Semester / ECTS: 1</u> The students: • can formulate realistic personal objectives. • know the basic concepts of communicative processes. • understand the basics of group dynamics as well as cooperation, negotiation and conflict resolution. • can manage groups and lead small teams and know approaches to personnel management. • are familiar with concepts such as self-efficacy, self-control, resilience and self-management and can reflect on these in relation to their own work-life balance.		
Course contents	<u>Sustainability in Business & Society /ILV / LV-Nr: 07.MV.COM.3 / 3.Semester / ECTS: 3</u> • Ethics and morals in theory and practice • Discussion of orthodox management approaches (among others: principal agent theory, shareholder value approach) from an ethical perspective • Soft- vs. hard-law and its influence on the sustainability of management decisions • Sustainable Development Goals (SDGs)		
	<u>Cross Cultural Management /ILV / LV-Nr: 05.MV.COM.1.2 / 1.Semester / ECTS: 3</u>		

	• Concept of culture and cultural models • Sensitization for international and multicultural working environments • Based on culture-specific characteristics according to Hofstede, Trompenaars, Thomas, etc., the meaningful use of management tools adapted to cultural characteristics is developed in order to lead international teams and solve intercultural conflicts
	<u>Teambuilding & Teamwork /ILV / LV-Nr: 01.MV.COM.1.1 / 1.Semester / ECTS: 1</u> • Basic information on communicative processes and effects • Fundamentals of cooperation, negotiation, conflict resolution as well as group dynamics and team leadership

Course contents	• Self-efficacy, self-control, resilience, self-management, work-life balance
Teaching and learning methods	<u>Sustainability in Business & Society /ILV / LV-Nr: 07.MV.COM.3 / 3.Semester / ECTS: 3</u> Blended Learning
	<u>Cross Cultural Management /ILV / LV-Nr: 05.MV.COM.1.2 / 1.Semester / ECTS: 3</u> Blended Learning
	<u>Teambuilding & Teamwork /ILV / LV-Nr: 01.MV.COM.1.1 / 1.Semester / ECTS: 1</u> Blended Learning
Evaluation Methods Criteria	<u>Sustainability in Business & Society /ILV / LV-Nr: 07.MV.COM.3 / 3.Semester / ECTS: 3</u> term paper
	<u>Cross Cultural Management /ILV / LV-Nr: 05.MV.COM.1.2 / 1.Semester / ECTS: 3</u> Term paper
	<u>Teambuilding & Teamwork /ILV / LV-Nr: 01.MV.COM.1.1 / 1.Semester / ECTS: 1</u> term paper

Module number:	Applied Business Studies	Scope:	
MV.ABS		30	ECTS
Degree program	University of Applied Sciences Master's Program International Business Management full-time		
Position in the curriculum	1. Semester		
	2. Semester		
	3. Semester		
	4. Semester		
Level	1. Semester: 2. Study cycle, Master / 2. Semester: 2. Study cycle, Master / 3. Semester: 2. Study cycle, Master / 4. Semester: 2. Study cycle, Master		
Previous knowledge	1. Semester: none / 2. Semester: none / 2. Semester: Successful completion of the course: Digital Transformation I / 3. Semester: Course of the first academic year / 3. Semester: none / 4. Semester: Courses of the first three semesters / 4. Semester: none		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Digital Transformation & Artificial Intelligence II: Management & Application /PT / LV-Nr: 01.MV.ABS.2.1 / 2.</u> • Kotter, John P.: Accelerate. Vahlen (in the current edition) • Schallmo, Daniel R.; Williams, Christopher A.: Digital Transformation Now. Springer (in the current edition) • Urbach, Nils; Röglinger, Maximilian: Digitalization Cases. Springer (in the current edition) • 1-2 current articles from professional journals		
	<u>Digital Transformation & Artificial Intelligence I: Organizations & Environment /ILV / LV-Nr: 02.MV.ABS.1 / 1.</u> • Gupta, Sunil: Driving Digital Strategy. HBR Press (in the current edition) • Rogers, David L.: The Digital Transformation Playbook. CUP (in the current edition) • 1-2 current articles from professional journals		
	<u>Integrated Company Project /PT / LV-Nr: 03.MV.ABS.3.3 / 3.Semester / ECTS: 4</u> Literature depending on the specific task of the company		
	<u>Case Studies in Management /ILV / LV-Nr: 04.MV.ABS.4.1 / 4.Semester / ECTS: 3</u> • Berk, Jonathan; DeMarzo, Peter: Corporate Finance. Pearson (latest edition) • Brealey, Richard A.; Myers, Stewart C.; Allen, Franklin: Principles of Corporate Finance. McGraw-Hill (latest international edition) • Kevin Kaiser and S. David Young, 2009, Need Cash? Look Inside Your Company. Harvard Business Review May 2009, 64-71. • A collection of Harvard Business Cases (TBA)		
	<u>Business Simulation Game /UE / LV-Nr: 04.MV.ABS.3.4 / 3.Semester / ECTS: 2</u> Hall, William: Shift: Using Business Simulations and Serious Games: a Straightforward Guide for Corporate Training and Development. Createspace Independent Pub (latest edition)		
	<u>Current Topic /ILV / LV-Nr: 01.MV.ABS.4 / 4.Semester / ECTS: 3</u> • Literature depends on the chosen thematic focus of the course • 1-2 current articles from professional journals		
	<u>Elective /ILV / LV-Nr: 05.MV.ABS.3.4 / 3.Semester / ECTS: 3</u> • Edger, C.; Oddy, R.: 87 Key Models for Event, Venue and Experience (EVE) Managers. Libri Publishing (latest edition) • Kotler, P.; Armstrong, G.; Harris, L. C.; Piercy, N.: Principles of Marketing. Pearson (latest edition) • Smit, B.; Melissen, F.: Sustainable Customer Experience Design: Co-creating experiences in Events, Tourism and Hospitality. Routledge (latest edition) • Van Ruler, B.; Körver, F.: The Communication Strategy Handbook: Toolkit for Creating a Winning Strategy. Peter Lang (latest edition)		

	<u>Organizational Psychology & Behavioral Economics /ILV / LV-Nr: 03.MV.ABS.2.2 / 2.Semester / ECTS: 4</u> • Clarke, Sharon: Journal of Occupational and Organizational Psychology. Wiley (latest edition) • Hatch, Mary Jo: Organizational Theory. Oxford University Press (latest edition) • Homan, Astrid C.; Cronin, Matthew A. (Eds.): Organizational Psychology Review. Sage Journals • Jex, Steve M.; Britt, Thomas W.: Organizational Psychology: A Scientist-Practitioner Approach (latest edition) • Kahneman, Daniel: Thinking, Fast and Slow. Penguin (latest edition) • Spector, Paul E.: Industrial and Organizational Psychology: Research and Practice. Wiley (latest edition) • Thaler, Richard H.: Nudge. Penguin (latest edition) • Weiner, Irving B.; Schmitt, Neal W. et al.: Handbook of Psychology, Industrial and Organizational Psychology. Wiley (latest edition) <u>Transformational Management: Change & Organizational Development /ILV / LV-Nr: 01.MV.ABS.3.1 / 3.Semester /</u> • Harvard Business Review Press, HBR`s 10 Must Reads on Change Management, Boston: HBR Press (in the current edition) • Kotter, John P: Leading change. HBR Press (in the current edition) • Yeung, Arthur; Ulrich, Dave: Reinventing the Organization. HBR Press (in the current edition) • 1-2 current articles from professional journals
Acquisition of skills	

Acquisition of skills	<u>Digital Transformation & Artificial Intelligence II: Management & Application /PT / LV-Nr: 01.MV.ABS.2.1 / 2.</u> The students: • know the implications of digitization on leadership, organization and culture. • are able to develop methods for the conception and implementation of digital tasks. • can solve specific digitization cases from business practice. • have a holistic understanding of digitization (which goes beyond the narrowing of the subject to technology and IT).
	<u>Digital Transformation & Artificial Intelligence I: Organizations & Environment /ILV / LV-Nr: 02.MV.ABS.1 / 1.</u> The students: • know basic terms and concepts of digitization. • can put digitization in a context with classical business-related management topics (strategy, HRM, marketing, etc.) • understand the digital change of industries and companies. • are capable of analysis and idea generation for digital tasks.
	<u>Integrated Company Project /PT / LV-Nr: 03.MV.ABS.3.3 / 3.Semester / ECTS: 4</u> The students: • get to know specific company structures and business models and are able to link these with theoretical concepts. • learn to see a company's problems from several perspectives and to look for solutions across all subjects. • are able to use both their previously-acquired specialist and methodological knowledge to at least design a well-founded solution proposal that is oriented towards the initial situation.
	<u>Case Studies in Management /ILV / LV-Nr: 04.MV.ABS.4.1 / 4.Semester / ECTS: 3</u> The students are able to: • build up and expand specialist knowledge, especially with regard to financing and investment decisions, key figure analysis and liquidity management, within the framework of this case studies seminar. • apply financial and marketing knowledge. • compare companies from the point of view of profitability. • analyze practical cases. • strengthen their analytical skills.
	<u>Business Simulation Game /UE / LV-Nr: 04.MV.ABS.3.4 / 3.Semester / ECTS: 2</u> The students: • can make decisions based on specific information. • can analyze the effects of their decisions. • apply theoretical knowledge for decision making. • can work in a team and accept team decisions. • reflect their own decisions based on the simulation results. • can formulate strategies for successful business development.
	<u>Current Topic /ILV / LV-Nr: 01.MV.ABS.4 / 4.Semester / ECTS: 3</u> During the course, a current topic is worked out and dealt with in depth. This is selected in advance, in consultation with the students of the class, and planned anew for each class. The specific learning outcomes are accordingly dependent on the chosen thematic focus and didactic implementation of the course.
	<u>Elective /ILV / LV-Nr: 05.MV.ABS.3.4 / 3.Semester / ECTS: 3</u> Students are able to: • contribute previously acquired knowledge to the discussions. • question, classify, and contrast new knowledge. • appropriately assess the activities of experts from business and science. • establish contact with the experts and/or expand and understand both the Austrian and the international market. Students will develop: • discussion and reasoning skills. • creativity. • skills in task and time-driven work on projects. • skills in presentation.

	<u>Organizational Psychology & Behavioral Economics /ILV / LV-Nr: 03.MV.ABS.2.2 / 2.Semester / ECTS: 4</u> The students: • know the basic concepts of organization theory. • can distinguish and explain the basics of organizational psychology from the concepts of organizational theory • can derive the development of organizations from the organizational diagnosis. • understand the limitations of rational decision theories. • learn alternative approaches to explain human behavior. • can transfer and reflect on selected topics in operational practice.
Course contents	<u>Transformational Management: Change & Organizational Development /ILV / LV-Nr: 01.MV.ABS.3.1 / 3.Semester /</u> The students: • know the basic theories of change management and organizational development. • are proficient in methods for diagnosis and design of solutions. • are able to apply the topics to current cases in business practice. • can establish a connection to other economic and social science topics.

Course contents	<u>Digital Transformation & Artificial Intelligence II: Management & Application /PT / LV-Nr: 01.MV.ABS.2.1 / 2.</u> • Effects of digitization on the management, organization and culture of companies based on the St. Gallen Management Model • Presentation of proven digitization methods • Independent development of digitization tools by students • Solution of specific case studies of digitization
	<u>Digital Transformation & Artificial Intelligence I: Organizations & Environment /ILV / LV-Nr: 02.MV.ABS.1 / 1.</u> • Fundamentals and basic concepts of digitization • Digitization in the context of business administration in connection with theories and approaches • Influence of digitization on markets, industries, companies and business areas • Processing of case studies and current examples from business practice
	<u>Integrated Company Project /PT / LV-Nr: 03.MV.ABS.3.3 / 3.Semester / ECTS: 4</u> • Preparation and participation in kick-off meeting for the project • Project management expertise • Regular project documentation and adherence to timelines • Coordination with other project members • Research on the specific company situation • Development of a possible solution • Presentation of the solution to company representatives
	<u>Case Studies in Management /ILV / LV-Nr: 04.MV.ABS.4.1 / 4.Semester / ECTS: 3</u> • Practical cases are analyzed in course, generally based on Harvard business cases. The focus here is on entrepreneurial financing and investment decisions. • The aim is to compare companies on the basis of annual financial statements, among others by means of SWOT, key figure analysis, from the point of view of economic efficiency and to advise on strategic financing and investment decisions, including marketing decisions.
	<u>Business Simulation Game /UE / LV-Nr: 04.MV.ABS.3.4 / 3.Semester / ECTS: 2</u> • Management of teams and reflection competence • Operational functions (production, marketing, logistics, supply chain management) • Market analyzes and market developments • Use of analysis tools (SWOT, benchmark, market shares, cost and contribution margin analyses, etc.) • Development of strategies • Monitoring and key figures
	<u>Current Topic /ILV / LV-Nr: 01.MV.ABS.4 / 4.Semester / ECTS: 3</u> Current subject areas and questions are offered in order to give students the opportunity to expand or supplement the regular IBS curriculum.
	<u>Elective /ILV / LV-Nr: 05.MV.ABS.3.4 / 3.Semester / ECTS: 3</u> The course will focus on the following points: • Future of sport, culture and events in terms of importance • The use of marketing tools in projects • Scientific analysis of marketing campaigns in practice • Current trends in international business in both theory and practice • Economic, political and social impacts • Industry and R&D activities • Digital developments • Creation and evaluation of trends, fashions, booms
	<u>Organizational Psychology & Behavioral Economics /ILV / LV-Nr: 03.MV.ABS.2.2 / 2.Semester / ECTS: 4</u> • Basic concepts of organizational theory • Fundamentals of organizational psychology • Selected topics such as leadership, teamwork, conflicts • Organizational climate and organizational culture • Organizational diagnosis and organizational development • Fundamentals of behavioral economics
	<u>Transformational Management: Change & Organizational Development /ILV / LV-Nr: 01.MV.ABS.3.1 / 3.Semester /</u> • Basics of change management in connection with other economic and social science approaches, communication and conflict management • Basics of organizational development in connection with questions of strategy, structure and leadership • Application of the topics to case studies • Elaboration of solutions and independent development of methods

Teaching and learning methods	<u>Digital Transformation & Artificial Intelligence II: Management & Application /PT / LV-Nr: 01.MV.ABS.2.1 / 2.</u> Blended Learning
	<u>Digital Transformation & Artificial Intelligence I: Organizations & Environment /ILV / LV-Nr: 02.MV.ABS.1 / 1.</u> Blended Learning
	<u>Integrated Company Project /PT / LV-Nr: 03.MV.ABS.3.3 / 3.Semester / ECTS: 4</u> Blended Learning

Teaching and learning methods	<u>Case Studies in Management /ILV / LV-Nr: 04.MV.ABS.4.1 / 4.Semester / ECTS: 3</u> Blended Learning
	<u>Business Simulation Game /UE / LV-Nr: 04.MV.ABS.3.4 / 3.Semester / ECTS: 2</u> Blended Learning
	<u>Current Topic /ILV / LV-Nr: 01.MV.ABS.4 / 4.Semester / ECTS: 3</u> Blended Learning
	<u>Elective /ILV / LV-Nr: 05.MV.ABS.3.4 / 3.Semester / ECTS: 3</u> integrated course
	<u>Organizational Psychology & Behavioral Economics /ILV / LV-Nr: 03.MV.ABS.2.2 / 2.Semester / ECTS: 4</u> Blended Learning
	<u>Transformational Management: Change & Organizational Development /ILV / LV-Nr: 01.MV.ABS.3.1 / 3.Semester /</u> Blended Learning
Evaluation Methods Criteria	<u>Digital Transformation & Artificial Intelligence II: Management & Application /PT / LV-Nr: 01.MV.ABS.2.1 / 2.</u> project
	<u>Digital Transformation & Artificial Intelligence I: Organizations & Environment /ILV / LV-Nr: 02.MV.ABS.1 / 1.</u> Online tasks
	<u>Integrated Company Project /PT / LV-Nr: 03.MV.ABS.3.3 / 3.Semester / ECTS: 4</u> project
	<u>Case Studies in Management /ILV / LV-Nr: 04.MV.ABS.4.1 / 4.Semester / ECTS: 3</u> presentation
	<u>Business Simulation Game /UE / LV-Nr: 04.MV.ABS.3.4 / 3.Semester / ECTS: 2</u> online tasks, term paper
	<u>Current Topic /ILV / LV-Nr: 01.MV.ABS.4 / 4.Semester / ECTS: 3</u> Exam modality depends on the chosen thematic focus and didactic implementation of the course
	<u>Elective /ILV / LV-Nr: 05.MV.ABS.3.4 / 3.Semester / ECTS: 3</u> report, presentation, examination
	<u>Organizational Psychology & Behavioral Economics /ILV / LV-Nr: 03.MV.ABS.2.2 / 2.Semester / ECTS: 4</u> Online tasks, exam
	<u>Transformational Management: Change & Organizational Development /ILV / LV-Nr: 01.MV.ABS.3.1 / 3.Semester /</u> Online tasks, exam

Module number:	Research Methods	Scope:	
MV.RSM		12	ECTS
Degree program	University of Applied Sciences Master's Program International Business Management full-time		
Position in the curriculum	1. Semester		
	2. Semester		
	3. Semester		
Level	1. Semester: 2nd study cycle, Master / 2. Semester: 2nd study cycle, Master / 3. Semester: 2nd study cycle, Master		
Previous knowledge	1. Semester: none / 2. Semester: Course Research Methods I / 3. Semester: Course: Research Methods I & II		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Research Methods III: Advanced Quantitative Analysis /ILV / LV-Nr: 06.MV.RSM.3 / 3.Semester / ECTS: 4</u> • Wooldridge, Jeffrey: Introductory Econometrics A Modern Approach. Cengage Learning (latest edition) • Chapman, Chris; McDonnell Feit, Elea: R For Marketing Research and Analytics. Springer (latest edition) • Orme, Bryan: Getting Started with Conjoint Analysis. Research Publishers (latest edition)		
	<u>Research Methods II: Quantitative Analysis /ILV / LV-Nr: 05.MV.RSM.2 / 2.Semester / ECTS: 4</u> • Wooldridge, Jeffrey: Introductory Econometrics A Modern Approach. Cengage Learning (latest edition) • Heiss, Florian: Using R for Introductory Econometrics. CreateSpace Independent Publishing Platform (latest edition) • Stock, James; Watson, Mark: Introduction to Econometrics. Pearson Education Limited (latest edition)		
	<u>Research Methods I: Qualitative Analysis /ILV / LV-Nr: 06.MV.RSM.1 / 1.Semester / ECTS: 4</u> • Merriam, Sharan B.: Qualitative Research: A Guide to Design and Implementation. John Wiley & Sons (latest edition) • Maison, Dominika: Qualitative Marketing Research: Understanding Consumer Behaviour. Routledge (latest edition) • Myers, Michael David: Qualitative Research in Business and Management. SAGE (latest edition)		
Acquisition of skills	<u>Research Methods III: Advanced Quantitative Analysis /ILV / LV-Nr: 06.MV.RSM.3 / 3.Semester / ECTS: 4</u> The students are able to: • explain the limitations of linear models such as OLS with respect to nominal/ordinally-scaled dependent variables and identify alternative models. • identify the potentials of models with binary dependent variables and apply them competently to relevant research questions. • analyze questions from market research with regard to e.g. purchase decisions or customer satisfaction using Logit/Probit models and to interpret the results. • theoretically model consumer preferences and optimal pricing through conjoint analysis and investigate them empirically. • implement and evaluate models from the field of nominal/ordinal scaled dependent variables and conjoint analysis independently on the basis of software such as STATA or R.		
	<u>Research Methods II: Quantitative Analysis /ILV / LV-Nr: 05.MV.RSM.2 / 2.Semester / ECTS: 4</u> The students are able to: • distinguish causality from correlation and design empirical analyses accordingly. • implement and interpret multivariate methods of regression analysis. • transfer research questions from business practice into a model framework and test them by hypothesis formation. • explain the standard model of OLS regression and critically reflect limitations / potentials of results. • use statistical software such as STATA or R to independently implement empirical analyses.		
	<u>Research Methods I: Qualitative Analysis /ILV / LV-Nr: 06.MV.RSM.1 / 1.Semester / ECTS: 4</u> The students are able to: • design and implement expert interviews and group discussions. • explain and apply qualitative analysis techniques such as interpretative text evaluation, hermeneutics or grounded theory. • create questionnaires based on theoretical concepts and generate a survey design for a conjoint analysis. • discuss the potential/limitations of qualitative methods and relate them to quantitative methods. • assess the possible combinations of qualitative and quantitative methods and implement them in practice.		
Course contents	<u>Research Methods III: Advanced Quantitative Analysis /ILV / LV-Nr: 06.MV.RSM.3 / 3.Semester / ECTS: 4</u>		

	• Analysis of nominal/ordinal scaled dependent variables • Logit/Probit models and Maximum Likelihood Estimation • Empirical preference estimation and conjoint analysis • Determinants of purchase decision and customer satisfaction • Implementation of models with STATA or R
	<u>Research Methods II: Quantitative Analysis /ILV / LV-Nr: 05.MV.RSM.2 / 2.Semester / ECTS: 4</u> • Multivariate methods and OLS regression • Estimation of coefficients with hypothesis tests • Interpretation of indicators for goodness of fit model • Multicollinearity and heteroskedasty • Statistical software like STATA or R

Course contents	<u>Research Methods I: Qualitative Analysis /ILV / LV-Nr: 06.MV.RSM.1 / 1.Semester / ECTS: 4</u> • Expert interviews and group discussions • Survey methods in qualitative survey and observation • Qualitative selection procedures and content analysis • Interpretative text evaluation and grounded theory • Creation of survey design for conjoint analysis • Combination of methods
Teaching and learning methods	<u>Research Methods III: Advanced Quantitative Analysis /ILV / LV-Nr: 06.MV.RSM.3 / 3.Semester / ECTS: 4</u> Blended Learning
	<u>Research Methods II: Quantitative Analysis /ILV / LV-Nr: 05.MV.RSM.2 / 2.Semester / ECTS: 4</u> Blended Learning
	<u>Research Methods I: Qualitative Analysis /ILV / LV-Nr: 06.MV.RSM.1 / 1.Semester / ECTS: 4</u> Blended Learning
Evaluation Methods Criteria	<u>Research Methods III: Advanced Quantitative Analysis /ILV / LV-Nr: 06.MV.RSM.3 / 3.Semester / ECTS: 4</u> Online tasks, term paper, exam
	<u>Research Methods II: Quantitative Analysis /ILV / LV-Nr: 05.MV.RSM.2 / 2.Semester / ECTS: 4</u> Online tasks, term paper, exam
	<u>Research Methods I: Qualitative Analysis /ILV / LV-Nr: 06.MV.RSM.1 / 1.Semester / ECTS: 4</u> Term paper, presentation, exam

Module number:	Academic Skills	Scope:	
MV.ACS		27	ECTS
Degree program	University of Applied Sciences Master's Program International Business Management full-time		
Position in the curriculum	3. Semester		
	4. Semester		
Level	3. Semester: 2. Study cycle, Master / 4. Semester: 2. Study cycle, Master		
Previous knowledge	3. Semester: Contents of all courses with links to the topic of the Master thesis of the entire program, especially Research Methods I-III, Academic Writing and MA-Camp / 3. Semester: none / 4. Semester: Contents of all courses with links to the topic of the Master thesis of the entire program, especially Research Methods I-III, Academic Writing and MA-Camp		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Academic Writing /ILV / LV-Nr: 08.MV.ACS.3.1 / 3.Semester / ECTS: 2</u> - Gill, John; Johnson, Phil: Research Methods for Managers. Sage (latest edition) - Hofmann, Angelika H.: Scientific Writing and Communication: Papers, Proposals, and Presentations. Oxford University Press (latest edition) - Oshima, Alice; Hogue, Ann: Writing academic English. Pearson (latest edition) - Skren, Timothy: Writing Scientific English: A Workbook. Facultas (latest edition)		
	<u>Colloquium Master Thesis /SE / LV-Nr: 02.MV.ACS.4.1 / 4.Semester / ECTS: 2</u> - Wooldridge, Jeffrey: Econometric Analysis of Cross Section and Panel Data. The MIT Press (latest edition) - Angrist, Joshua; Pischke, Jörn-Steffen: Mastering Metrics: The Path from Cause to Effect. Princeton University Press (latest edition) - Booth, Wayne; Colomb, Gregory; Williams, Joseph: The craft of research. University of Chicago press (latest edition) - Sowie Literatur in Abhängigkeit vom gewählten Thema der Masterarbeit und der gewählten Methode		
	<u>MA-Camp /ILV / LV-Nr: 09.MV.ACS.3.2 / 3.Semester / ECTS: 1</u> - Gill, John; Johnson, Phil: Research Methods for Managers. Sage (latest edition) - Hofmann, Angelika H.: Scientific Writing and Communication: Papers, Proposals, and Presentations. Oxford University Press (latest edition) - Oshima, Alice; Hogue, Ann: Writing academic English. Pearson (latest edition) - Skren, Timothy: Writing Scientific English: A Workbook. Facultas (latest edition) - Sowie Literatur in Abhängigkeit vom gewählten Thema der Masterarbeit und der gewählten Methode		
	<u>Master Thesis /SE / LV-Nr: 03.MV.ACS.4.2 / 4.Semester / ECTS: 22</u> - Gill, John; Johnson, Phil: Research Methods for Managers. Sage (latest edition) - Hofmann, Angelika H.: Scientific Writing and Communication: Papers, Proposals, and Presentations. Oxford University Press (latest edition) - Oshima, Alice; Hogue, Ann: Writing academic English. Pearson (latest edition) - Skren, Timothy: Writing Scientific English: A Workbook. Facultas (latest edition) - as well as literature depending on the chosen topic of the Master thesis and the chosen method		
Acquisition of skills	<u>Academic Writing /ILV / LV-Nr: 08.MV.ACS.3.1 / 3.Semester / ECTS: 2</u> The students: - understand how the state of research on a particular topic is determined. - know different methods for answering research questions. - have an overview of where to research which specialist literature and how to evaluate it as well as how it is used appropriately in the text (critical reflection, citation style). - have the knowledge to write an academic paper at the level of a Master thesis according to given formal specifications.		
	<u>Colloquium Master Thesis /SE / LV-Nr: 02.MV.ACS.4.1 / 4.Semester / ECTS: 2</u> The students: - are able to independently analyze, interpret and critically reflect on data with the help of a self-chosen scientific methodology. - are able to present results in a comprehensible way and according to scientific standards within the framework of the Master thesis. - are able to work out and actively develop arguments and problem solutions. - are able to present and defend the results of the Master thesis.		

	<u>MA-Camp /ILV / LV-Nr: 09.MV.ACS.3.2 / 3.Semester / ECTS: 1</u> The students: • can identify a suitable topic for their Master thesis and narrow it down to a workable level. • are able to define a suitable objective, research question and method. • are able to prepare and present their ideas in an easily understandable way. • are able to critically discuss, reflect and thereby further develop their ideas and those of their fellow students against the background of the academic "state of the art".
	<u>Master Thesis /SE / LV-Nr: 03.MV.ACS.4.2 / 4.Semester / ECTS: 22</u> The students are able to: • organize the entire process of working on and preparing the Master thesis independently. • make generalizing statements or formulate practical implications on the basis of the results. • critically reflect on their results and the editing process.

Course contents	<u>Academic Writing /ILV / LV-Nr: 08.MV.ACS.3.1 / 3.Semester / ECTS: 2</u> • Characteristics, rules and basic features of science and scientific work • Scientific theory and methodology of scientific research • Overview of databases and other ways to find literature sources • Formal standards of scientific work • Planning of research processes • Quality assurance
	<u>Colloquium Master Thesis /SE / LV-Nr: 02.MV.ACS.4.1 / 4.Semester / ECTS: 2</u> • Expansion of the knowledge of scientific work with regard to the development and implementation of a research design as well as the structuring of the working process • Academic methods with MS Word or Latex • Time series and/or panel data (if required) • Advanced methods such as Tobit model or Poisson Regression (if required) • Regular meetings to discuss the current status and progress of the Master thesis with the accompanying scientific supervision • Information on the final Master's examination
	<u>MA-Camp /ILV / LV-Nr: 09.MV.ACS.3.2 / 3.Semester / ECTS: 1</u> • Topic development and preparation in the context of a poster and an exposé • Presentation and discussion of a poster in small groups • Poster and exposé creation
	<u>Master Thesis /SE / LV-Nr: 03.MV.ACS.4.2 / 4.Semester / ECTS: 22</u> The content of supervision depends on the individual needs of the students
Teaching and learning methods	<u>Academic Writing /ILV / LV-Nr: 08.MV.ACS.3.1 / 3.Semester / ECTS: 2</u> Blended Learning
	<u>Colloquium Master Thesis /SE / LV-Nr: 02.MV.ACS.4.1 / 4.Semester / ECTS: 2</u> Blended Learning
	<u>MA-Camp /ILV / LV-Nr: 09.MV.ACS.3.2 / 3.Semester / ECTS: 1</u> Blended Learning
	<u>Master Thesis /SE / LV-Nr: 03.MV.ACS.4.2 / 4.Semester / ECTS: 22</u> Blended Learning
Evaluation Methods Criteria	<u>Academic Writing /ILV / LV-Nr: 08.MV.ACS.3.1 / 3.Semester / ECTS: 2</u> Online tasks, exam
	<u>Colloquium Master Thesis /SE / LV-Nr: 02.MV.ACS.4.1 / 4.Semester / ECTS: 2</u> Term paper
	<u>MA-Camp /ILV / LV-Nr: 09.MV.ACS.3.2 / 3.Semester / ECTS: 1</u> Exposé, presentation
	<u>Master Thesis /SE / LV-Nr: 03.MV.ACS.4.2 / 4.Semester / ECTS: 22</u> Master thesis

2.4 Internship

Internship (semester information, duration in weeks per semester)	No
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2.5 Semester Abroad

Obligatory semester abroad (semester specification)	No
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3 ADMISSION REQUIREMENTS

The general admission requirements are regulated by section 4 of the FHG (Fachhochschule Studies Act) as amended, according to which the subject-related admission requirement for a Fachhochschule Master's course is a completed University of Applied Sciences Bachelor degree program relevant to the subject or the completion of an equivalent degree program at a recognized domestic or foreign post-secondary educational institution.

1. For the purposes of the present application, Bachelor programs or equivalent post-secondary educational qualifications in social and economic sciences (in accordance with ISCED 2013, Fields of Education and Training 03/04), which cover the core subjects of marketing, communication, management and business administration (in accordance with ISCED 2013, Fields of Education and Training 031/032/041), are considered relevant to the subject area in question, in summary, in a total amount of at least 30 ECTS. At least 6 ECTS should be in the field of mathematics and statistics, 6 ECTS in economics and 15 ECTS in business administration.
2. The FH Kufstein Tirol provides in its course architecture for a networking of the Bachelor and Master programs in the sense of the Bologna process: Following successful completion of a Bachelor program, graduates have several options for a Master's degree course at and outside the FH Kufstein Tirol. Graduates of the following FH Kufstein Tirol degree programs (irrespective of the organizational form) would be admitted to the present Master's course based on the above-mentioned professional qualifications:
 - Energy and Sustainability Management
 - Facility and Real Estate Management
 - International Business and Management
 - Marketing and Communication Management
 - Sports, Culture and Event Management
 - Business Management
 - Web Business and Technology
 - Industrial Engineering and Management
3. The language of instruction is 100% English. A proven language level of at least B2 is therefore required.
4. Examining the fulfilment of the admission requirements is the responsibility of the Master's course in International Business Management course director.