

Study regulations of the Bachelor's course

International Business Management

To obtain the academic degree

Bachelor of Arts in Business,
abbreviated BA

as an appendix to the statutes of the
HOK | University of Applied Sciences Kufstein Tirol

Organizational form: full-time & part-time

Duration: 6 semesters

Scope: 180 ECTS

Places for beginners per academic year: 45 full-time
25 part-time

Version 1

Adopted by the Faculty on May 6, 2026
Program starts WS 2027/28

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1 OCCUPATIONAL PROFILES

1.1 Career opportunities

The bachelor's program offers the advantage of training generalists for virtually all industries, roles, and organizational sizes. Thanks to this broad, interdisciplinary approach — which can be combined with other programs or specializations — graduates have access to as many career fields as in few other degree programs. To illustrate the breadth of opportunities, here are a few examples: sales representative at an international trading company, controller for a diocese, project manager at a medium-sized mechanical engineering firm, human resources specialist at the Ministry of Finance, customer service representative at a utility company, and office manager at a startup. In particular, decades of experience with graduating classes (since 2001) have shown that this diversity of career opportunities aligns with actual demand in the job market. As a result, after graduation, students make a positive contribution to the successful development of companies and organizations in general. The attached chart describes the scope of employability based on industries, job functions, organizational sizes, and hierarchical levels. Given the rapid pace of change in qualifications, economic structures, and corporate structures, this list is not exhaustive. The explosive transformation of the job market—with new professions, new positions, and new requirements—presents a particular opportunity for a generalist degree program.

Industries	<i>Employability in (almost) all industries, particularly:</i> • Manufacturing (e.g., mechanical engineering, electrical engineering, construction, chemicals, etc.) • All types of services (e.g., consulting, healthcare, etc.) • Trade (e.g., retail, wholesale, intermediaries, etc.) • Financial services (e.g., banking, fintech, insurance, etc.) • Nonprofit sector (e.g., advocacy groups, charitable and social organizations, political and civic organizations, etc.) • Public administration and public enterprises (e.g., federal, state, and local government agencies, utility companies, etc.)
Functions	<i>Applicable to (almost) all operational functions, in particular:</i> • Product and Quality Management (e.g., product group management, service management, internal and external quality assurance, etc.) • Marketing and Sales (e.g., customer service, public relations, field and inside sales, etc.) • Purchasing and Procurement (part-time program) (e.g., supplier management, procurement logistics, supply chain and sourcing management, etc.) • Research and Development (e.g., innovation and development project management, research, collaboration management, etc.) • Accounting and Controlling (e.g., bookkeeping, corporate and business unit controlling, etc.) • Finance and Risk Management (e.g., asset management, liquidity management, compliance, etc.)

	• Staff and Support Functions (e.g., business development, support for management roles such as the executive board or executive management, etc.) • Emerging roles (e.g., AI, digital transformation management, business model engineering, etc.)
Organizational Sizes	<i>Applicable to organizations of all sizes:</i> • SMEs (small and medium-sized enterprises) in all industries • Large companies in all industries • Sole proprietorships in specialized functions (see the list of functions above) • Start-ups (in the founding or growth phase) in all industries
Hierarchical levels	<i>Primarily used at the assistant level:</i> • Assistant or junior role • Employee for specialized tasks

This overview clearly illustrates the breadth of the field of activity for graduates of the bachelor's program. This breadth is achieved in particular by the program's strong emphasis on teaching competencies in an interdisciplinary manner. This breadth of economic education is particularly significant for the Bachelor's program (in the subsequent Master's program, students can choose between the two specializations of Marketing and Finance). The Bachelor's program is structured as a direct continuation of the Master's program.

Very often, graduates pursue the aforementioned careers, particularly within or for internationally active companies (start-ups, SMEs, large corporations). This also aligns with the fundamental orientation of the bachelor's program. Thanks to their solid foundational training in economic disciplines, they are highly versatile as generalists. The knowledge they acquire makes it easy to gain further, subject-specific qualifications, enabling them to work as specialists later in their careers. This is precisely in line with the approach of lifelong learning in a world of constant change (e.g., AI, digitalization, etc.). Entry-level positions for graduates of the bachelor's program in the fields mentioned above typically include roles without managerial responsibility (administrative work, project support, assistant positions) or trainee positions. However, career prospects beyond this are rated as very good, provided graduates have gained relevant professional experience and depending on their individual performance. This is also confirmed by contact with the program's alumni.

1.2 Qualification profile

The qualification objectives and learning outcomes of the bachelor's degree program in [Subject] align with both academic and professional requirements and correspond to ISCED Level 0413 (International Standard Classification of Education). The curriculum equips graduates with the skills needed for the professional fields mentioned in the previous chapter.

To ensure that graduates of the program can succeed in the professional fields listed above, students acquire a very broad range of skills over the course of the six semesters. The following competency profiles are particularly noteworthy:

A. Economics and Management:

As part of the development of business competencies, students gain:

- an understanding of business processes and interrelationships.
- an understanding of fundamental economic relationships and their significance for business decisions.
- specific business knowledge (marketing, human resources, accounting, finance, etc.), including legal fundamentals.
- Skills in analyzing data and key performance indicators.
- Practical, career-relevant experience gained through the mandatory professional internship, integrated case studies, and project work.

B. Social Skills and International Competencies:

As part of the development of linguistic, cultural, and economic competencies, students acquire:

- a basic understanding of the significance of culture(s) and the relevance of this topic to business and society.
- specific knowledge of business, economics, political science, and culture for certain regions of the world.
- the ability to speak and write foreign languages (e.g., English, French, Spanish, Chinese, Arabic).
- intercultural sensitivity and an appreciation for an open and tolerant society.
- The ability to actively engage with other cultures—particularly during the year abroad (full-time).
- Communication skills in interpersonal interactions as well as in groups and teams.
- Professional presentation techniques.
- Social skills, such as teamwork, conflict resolution, and effective communication.
- Self-management.

C. Digital and Sustainability Competencies:

Especially in today's era of transformation, students acquire:

- a fundamental ability to navigate the VUCA world and its challenges (the acronym VUCA stands for Volatility, Uncertainty, Complexity, and Ambiguity).
- a basic understanding of change processes in markets and within companies.
- the ability to act effectively within the context of digital transformation processes (including the impacts of AI).
- an awareness of the need for a sustainable, future-oriented approach at both the micro and macro levels.
- The ability to analyze future-oriented topics from a scientific perspective and a basic understanding of how to recognize their implications.

D. Practical Application and Implementation Skills:

Based on the principle of effectiveness and a focus on results, students will gain:

- The ability to apply theories and models in a practical context.
- the competence to grasp novel topics, classify them, and develop possible solutions.
- the ability to think in terms of results and to view implementation as a key issue.
- the ability to contribute to and make an effective impact within an organization during their professional internship.
- agile methods, such as project management.
- Skills in applying qualitative and quantitative analytical methods.

- The ability to structure topics, problems, and challenges that are initially unstructured, open-ended, or unsystematic.
- The ability to independently learn, conduct research, and develop solutions to complex problems or challenges.
- And, in general, the ability to think critically and across disciplines.

These skills not only serve as the foundation for entering the workforce and professional development but also qualify graduates to pursue a master's degree in economics. The competencies and content taught prepare graduates for the professional fields mentioned in the previous chapter. With six core industries, each comprising three sub-industries (18 in total), and eight core functions, each comprising four specialized functions (32 in total), there are approximately 600 potential career paths for graduates of the program. From this range, three representative examples are selected below to illustrate this diversity and to demonstrate the skills taught.

Example 1: A graduate with strong communication skills works as a junior consultant at a consulting firm (e.g., McKinsey).

<i>Professional Field of Activity</i>	<i>Task</i>	<i>Competency Description</i>	<i>Competency Mapping</i>	<i>Curriculum / Modules</i>
Junior Consultant at an international consulting firm (e.g., McKinsey, BCG, Accenture, KPMG)	Project Design and Preparation	Can carry out research tasks for the respective client mandates in light of current trends and challenges (including the corresponding analysis)	Economics and Management	Advanced Smart Business & AI; Applied Business Mathematics; Applied Business Practice; Applied Financial Analytics; Customer & Performance Management; Economic Systems & Market Research; International & Sustainable Business; Leadership & Entrepreneurship; Management & AI in Practice; Markets, Finance & Sustainability; Organizational Dynamics & Design; People & Law; Smart Business & AI: Fundamentals; Strategic Management & Practical Project 1 + 2; Thesis Lab: Planning Research + Research in Action
			Digitalization & Sustainability Skills	Advanced Smart Business & AI; Applied Business Practice; Customer & Performance Management; Economic Systems & Market Research; International & Sustainable Business; Management & AI in Practice; Markets, Finance & Sustainability; People & Law; Smart Business & AI: Fundamentals; Strategic Management & Practical Project 1 + 2; Thesis Lab: Research in Action
			Practical Application & Implementation Skills	Advanced Smart Business & AI; Applied Business Practice; Customer & Performance Management; Economic Systems & Market Research; Leadership & Entrepreneurship; Management & AI in Practice; Markets, Finance & Sustainability; Organizational Dynamics & Design; People & Law; Smart Business & AI: Fundamentals; Strategic Management & Practical Project 1 + 2; Thesis Lab: Planning Research + Research in Action

<i>Professional Field of Activity</i>	<i>Task</i>	<i>Competency Description</i>	<i>Competency Mapping</i>	<i>Curriculum / Modules</i>
		Are able to organize consulting projects: project plan, project infrastructure, project communication	Social Skills & International Competence	Applied Business Practice; Business English 1 + 2; Communication & Teamwork; Leadership & Entrepreneurship; Management & AI in Practice; Strategic Management & Practical Project 1 + 2; Thesis Lab: Planning Research + Research in Action
			Practical Application & Implementation Skills	Advanced Smart Business & AI; Applied Business Practice; Customer & Performance Management; Economic Systems & Market Research; Leadership & Entrepreneurship; Management & AI in Practice; Markets, Finance & Sustainability; Organizational Dynamics & Design; People & Law; Smart Business & AI, Fundamentals; Strategic Management & Practical Project 1 + 2; Thesis Lab: Planning Research + Research in Action
		Can develop and create working documents and the corresponding methods	Social Skills & International Competence	Applied Business Practice; Business English 1 + 2; Communication & Teamwork; Leadership & Entrepreneurship; Management & AI in Practice; Strategic Management & Practical Project 1 + 2; Thesis Lab: Planning Research + Research in Action
			Practical Application & Implementation Skills	Advanced Smart Business & AI; Applied Business Practice; Customer & Performance Management; Economic Systems & Market Research; Leadership & Entrepreneurship; Management & AI in Practice; Markets, Finance & Sustainability; Organizational Dynamics & Design; People & Law; Smart Business & AI, Fundamentals; Strategic Management & Practical Project 1 + 2; Thesis Lab: Planning Research + Research in Action
	Project Execution	Are able to contribute to the project phase of client engagements: data collection, interpretation, workshop preparation, and execution	Economics and Management	Advanced Smart Business & AI; Applied Business Mathematics; Applied Business Practice; Applied Financial Analytics; Customer & Performance Management; Economic Systems & Market Research; International & Sustainable Business; Leadership & Entrepreneurship; Management & AI in Practice; Markets, Finance & Sustainability; Organizational Dynamics & Design; People & Law; Smart Business & AI: Fundamentals; Strategic Management & Practical Project 1 + 2; Thesis Lab: Planning Research + Research in Action
			Practical Application & Implementation Skills	Advanced Smart Business & AI; Applied Business Practice;

<i>Professional Field of Activity</i>	<i>Task</i>	<i>Competency Description</i>	<i>Competency Mapping</i>	<i>Curriculum / Modules</i>
				Customer & Performance Management; Economic Systems & Market Research; Leadership & Entrepreneurship; Management & AI in Practice; Markets, Finance & Sustainability; Organizational Dynamics & Design; People & Law; Smart Business & AI: Fundamentals; Strategic Management & Practical Project 1 + 2; Thesis Lab: Planning Research + Research in Action
			Social Skills & International Competence	Applied Business Practice; Business English 1 + 2; Communication & Teamwork; Leadership & Entrepreneurship; Management & AI in Practice; Strategic Management & Practical Project 1 + 2; Thesis Lab: Planning Research + Research in Action
		Can prepare documents in the form of management summaries, including the development of a data or documentation framework and participation in implementation monitoring	Economics and Management	Advanced Smart Business & AI; Applied Business Mathematics; Applied Business Practice; Applied Financial Analytics; Customer & Performance Management; Economic Systems & Market Research; International & Sustainable Business; Leadership & Entrepreneurship; Management & AI in Practice; Markets, Finance & Sustainability; Organizational Dynamics & Design; People & Law; Smart Business & AI: Fundamentals; Strategic Management & Practical Project 1 + 2; Thesis Lab: Planning Research + Research in Action
			Practical Application & Implementation Skills	Advanced Smart Business & AI; Applied Business Practice; Customer & Performance Management; Economic Systems & Market Research; Leadership & Entrepreneurship; Management & AI in Practice; Markets, Finance & Sustainability; Organizational Dynamics & Design; People & Law; Smart Business & AI: Fundamentals; Strategic Management & Practical Project 1 + 2; Thesis Lab: Planning Research + Research in Action
			Social Skills & International Competence	Applied Business Practice; Business English 1 + 2; Communication & Teamwork; Leadership & Entrepreneurship; Management & AI in Practice; Strategic Management & Practical Project 1 + 2; Thesis Lab: Planning Research + Research in Action
	Systematic Customer Communication and Customer Loyalty	Are able to contribute to the ongoing communication support for key customers (news, studies, etc.)	Economics and Management	Advanced Smart Business & AI; Applied Business Mathematics; Applied Business Practice; Applied Financial Analytics; Customer & Performance-

<i>Professional Field of Activity</i>	<i>Task</i>	<i>Competency Description</i>	<i>Competency Mapping</i>	<i>Curriculum / Modules</i>
				Management; Economic Systems & Market Research; International & Sustainable Business; Leadership & Entrepreneurship; Management & AI in Practice; Markets, Finance & Sustainability; Organizational Dynamics & Design; People & Law; Smart Business & AI: Fundamentals; Strategic Management & Practical Project 1 + 2; Thesis Lab: Planning Research + Research in Action
			Practical Application & Implementation Skills	Advanced Smart Business & AI; Applied Business Practice; Customer & Performance Management; Economic Systems & Market Research; Leadership & Entrepreneurship; Management & AI in Practice; Markets, Finance & Sustainability; Organizational Dynamics & Design; People & Law; Smart Business & AI: Fundamentals; Strategic Management & Practical Project 1 + 2; Thesis Lab: Planning Research + Research in Action
			Social Skills & International Competence	Applied Business Practice; Business English 1 + 2; Communication & Teamwork; Leadership & Entrepreneurship; Management & AI in Practice; Strategic Management & Practical Project 1 + 2; Thesis Lab: Planning Research + Research in Action

Example 2: A graduate with a strong affinity for the market and customers starts a career in product management at an international industrial company (e.g., Stihl).

<i>Professional Field of Activity</i>	<i>Responsibilities</i>	<i>Competency Description</i>	<i>Competency Mapping</i>	<i>Curriculum / Modules</i>
Product Management Assistant at an international industrial company (e.g., chemicals, mechanical and plant engineering)	Collection of product-related market data	Are able to collect product-related market data from the Internet, industry associations, industry studies, customer and market analyses, etc.	Economics and Management	Advanced Smart Business & AI; Applied Business Mathematics; Applied Business Practice; Applied Financial Analytics; Customer & Performance Management; Economic Systems & Market Research; International & Sustainable Business; Leadership & Entrepreneurship; Management & AI in Practice; Markets, Finance & Sustainability; Organizational Dynamics & Design; People & Law; Smart Business & AI: Fundamentals; Strategic Management & Practical Project 1 + 2; Thesis Lab: Planning Research + Research in Action
			Practical Application & Implementation Skills	Advanced Smart Business & AI; Applied Business Practice; Customer & Performance Management; Economic Systems & Market Research; Leadership & Entrepreneurship; Management & AI in Practice; Markets,

<i>Professional Field of Activity</i>	<i>Responsibilities</i>	<i>Competency Description</i>	<i>Competency Mapping</i>	<i>Curriculum / Modules</i>
				Finance & Sustainability; Organizational Dynamics & Design; People & Law; Smart Business & AI: Fundamentals; Strategic Management & Practical Project 1 + 2; Thesis Lab: Planning Research + Research in Action
		Be able to develop specific product reports as a basis for product development and marketing in light of current trends and challenges	Business and Management	Advanced Smart Business & AI; Applied Business Mathematics; Applied Business Practice; Applied Financial Analytics; Customer & Performance Management; Economic Systems & Market Research; International & Sustainable Business; Leadership & Entrepreneurship; Management & AI in Practice; Markets, Finance & Sustainability; Organizational Dynamics & Design; People & Law; Smart Business & AI: Fundamentals; Strategic Management & Practical Project 1 + 2; Thesis Lab: Planning Research + Research in Action
			Practical Application & Implementation Skills	Advanced Smart Business & AI; Applied Business Practice; Customer & Performance Management; Economic Systems & Market Research; Leadership & Entrepreneurship; Management & AI in Practice; Markets, Finance & Sustainability; Organizational Dynamics & Design; People & Law; Smart Business & AI: Fundamentals; Strategic Management & Practical Project 1 + 2; Thesis Lab: Planning Research + Research in Action
			Digitalization & Sustainability Skills	Advanced Smart Business & AI; Applied Business Practice; Customer & Performance Management; Economic Systems & Market Research; International & Sustainable Business; Management & AI in Practice; Markets, Finance & Sustainability; People & Law; Smart Business & AI: Fundamentals; Strategic Management & Practical Project 1 + 2; Thesis Lab: Research in Action
	Development of Product Development Requirements	Are able to contribute to the product development requirements and specifications, taking market data into account	Economics and Management	Advanced Smart Business & AI; Applied Business Mathematics; Applied Business Practice; Applied Financial Analytics; Customer & Performance Management; Economic Systems & Market Research; International & Sustainable Business; Leadership & Entrepreneurship; Management & AI in Practice; Markets, Finance & Sustainability; Organizational Dynamics & Design; People & Law; Smart Business & AI: Fundamentals; Strategic Management & Practical Project 1 , and 2; Thesis Lab: Planning Research & Research in Action
			Practical Application & Implementation Skills	Advanced Smart Business & AI; Applied Business Practice; Customer & Performance Management; Economic Systems & Market Research;

<i>Professional Field of Activity</i>	<i>Responsibilities</i>	<i>Competency Description</i>	<i>Competency Mapping</i>	<i>Curriculum / Modules</i>
				Leadership & Entrepreneurship; Management & AI in Practice; Markets, Finance & Sustainability; Organizational Dynamics & Design; People & Law; Smart Business & AI: Fundamentals; Strategic Management & Practical Project 1 + 2; Thesis Lab: Planning Research + Research in Action
		Ability to conduct ongoing development monitoring and compare results with market data	Social Skills & International Competence	Applied Business Practice; Business English 1 + 2; Communication & Teamwork; Leadership & Entrepreneurship; Management & AI in Practice; Strategic Management & Practical Project 1 + 2; Thesis Lab: Planning Research + Research in Action
			Economics and Management	Advanced Smart Business & AI; Applied Business Mathematics; Applied Business Practice; Applied Financial Analytics; Customer & Performance Management; Economic Systems & Market Research; International & Sustainable Business; Leadership & Entrepreneurship; Management & AI in Practice; Markets, Finance & Sustainability; Organizational Dynamics & Design; People & Law; Smart Business & AI: Fundamentals; Strategic Management & Practical Project 1 + 2; Thesis Lab: Planning Research + Research in Action
		Are able to participate in product testing or in the initial pilot deployments of the new product	Economics and Management	Advanced Smart Business & AI; Applied Business Mathematics; Applied Business Practice; Applied Financial Analytics; Customer & Performance Management; Economic Systems & Market Research; International & Sustainable Business; Leadership & Entrepreneurship; Management & AI in Practice; Markets, Finance & Sustainability; Organizational Dynamics & Design; People & Law; Smart Business & AI: Fundamentals; Strategic Management & Practical Project 1 + 2; Thesis Lab: Planning Research + Research in Action
			Practical Application & Implementation Skills	Advanced Smart Business & AI; Applied Business Practice; Customer & Performance Management; Economic Systems & Market Research; Leadership & Entrepreneurship; Management & AI in Practice; Markets, Finance & Sustainability; Organizational Dynamics & Design; People & Law; Smart Business & AI: Fundamentals; Strategic Management & Practical Project 1 + 2; Thesis Lab: Planning Research + Research in Action
	New Product Launch	Be able to contribute to the development of market launch plans for new products, taking into account the product life cycle (including accompanying services)	Practical Application & Implementation Skills	Advanced Smart Business & AI; Applied Business Practice; Customer & Performance Management; Economic Systems & Market Research; Leadership & Entrepreneurship; Management & AI in Practice; Markets, Finance & Sustainability; Organizational

<i>Professional Field of Activity</i>	<i>Responsibilities</i>	<i>Competency Description</i>	<i>Competency Mapping</i>	<i>Curriculum / Modules</i>
				Dynamics & Design; People & Law; Smart Business & AI, Fundamentals; Strategic Management & Practical Project 1 + 2; Thesis Lab: Planning Research + Research in Action
			Social Skills & International Competence	Applied Business Practice; Business English 1 + 2; Communication & Teamwork; Leadership & Entrepreneurship; Management & AI in Practice; Strategic Management & Practical Project 1 + 2; Thesis Lab: Planning Research + Research in Action
		Are able to contribute to the launch of new products and the corresponding sales management	Economics and Management	Advanced Smart Business & AI; Applied Business Mathematics; Applied Business Practice; Applied Financial Analytics; Customer & Performance Management; Economic Systems & Market Research; International & Sustainable Business; Leadership & Entrepreneurship; Management & AI in Practice; Markets, Finance & Sustainability; Organizational Dynamics & Design; People & Law; Smart Business & AI: Fundamentals; Strategic Management & Practical Project 1 + 2; Thesis Lab: Planning Research + Research in Action
			Social Skills & International Competence	Applied Business Practice; Business English 1 + 2; Communication & Teamwork; Leadership & Entrepreneurship; Management & AI in Practice; Strategic Management & Practical Project 1 + 2; Thesis Lab: Planning Research + Research in Action

Example 3: A graduate with a strong focus on numbers and systems joins the controlling department of an internationally networked NPO/NGO (e.g., Greenpeace).

<i>Professional Field</i>	<i>Responsibilities</i>	<i>Competency Description</i>	<i>Competency Mapping</i>	<i>Curriculum / Modules</i>
Controlling in an NPO (e.g., social, charitable NPOs)	Helping to design a controlling system	Are able to contribute to the updating or development of a controlling framework (operational and strategic)	Economics and Management	Advanced Smart Business & AI; Applied Business Practice; Economics for Managers: Advanced Insights; Economics for Managers: Fundamentals; International Business Management 1 + 2; International Business Strategy; Management in Practice; Marketing & Customer Experience; Organizational Dynamics & Design; Smart Business & AI: Fundamentals; Sustainability in Business & Society; Thesis Lab: Planning Research + Research in Action
			Digitalization & Sustainability Skills	Advanced Smart Business & AI; Applied Business Practice; International Business Management 1 + 2; International Business Strategy; Management in Practice; Smart Business & AI: Fundamentals; Sustainability in Business & Society; Thesis Lab: Research in Action

<i>Professional Field</i>	<i>Responsibilities</i>	<i>Competency Description</i>	<i>Competency Mapping</i>	<i>Curriculum / Modules</i>
		Ability to implement controlling logic in collaboration with RW and IT	Economics and Management	Advanced Smart Business & AI; Applied Business Practice; Economics for Managers: Advanced Insights; Economics for Managers: Fundamentals; International Business Management 1 + 2; International Business Strategy; Management in Practice; Marketing & Customer Experience; Organizational Dynamics & Design; Smart Business & AI: Fundamentals; Sustainability in Business & Society; Thesis Lab: Planning Research + Research in Action
			Practical Application & Implementation Skills	Advanced Smart Business & AI; Applied Business Practice; International Business Management 1 + 2; International Business Strategy; Management in Practice; Marketing & Customer Experience; Smart Business & AI: Fundamentals; Sustainability in Business & Society; Thesis Lab: Planning Research + Research in Action
			Digitalization & Sustainability Skills	Advanced Smart Business & AI; Applied Business Practice; International Business Management 1 + 2; International Business Strategy; Management in Practice; Smart Business & AI: Fundamentals; Sustainability in Business & Society; Thesis Lab: Research in Action
		Can assist with the onboarding and training of all affected employees and managers	Business and Management	Advanced Smart Business & AI; Applied Business Practice; Economics for Managers: Advanced Insights; Economics for Managers: Fundamentals; International Business Management 1 + 2; International Business Strategy; Management in Practice; Marketing & Customer Experience; Organizational Dynamics & Design; Smart Business & AI: Fundamentals; Sustainability in Business & Society; Thesis Lab: Planning Research + Research in Action
			Social Skills & International Competence	; Advanced Smart Business & AI; Applied Business Practice; International Business Management 1 + 2; Communication & Teamwork; Languages & Intercultural Communication 1 + 2; Management in Practice; Thesis Lab: Planning Research + Research in Action
	Ongoing Implementation of the Controlling System	Are capable of supporting the launch of the new controlling system and conducting regular plausibility checks	Digitalization & Sustainability Skills	Advanced Smart Business & AI; Applied Business Practice; International Business Management 1 + 2; International Business Strategy; Management in Practice; Smart Business & AI: Fundamentals; Sustainability in Business & Society; Thesis Lab: Research in Action
			Economics and Management	Advanced Smart Business & AI; Applied Business Practice; Economics for Managers: Advanced Insights; Economics for Managers: Fundamentals; International Business Management 1 + 2; International Business Strategy;

<i>Professional Field</i>	<i>Responsibilities</i>	<i>Competency Description</i>	<i>Competency Mapping</i>	<i>Curriculum / Modules</i>
				Management in Practice; Marketing & Customer Experience; Organizational Dynamics & Design; Smart Business & AI: Fundamentals; Sustainability in Business & Society; Thesis Lab: Planning Research + Research in Action
		Can prepare management reports and develop the basis for decision-making	Economics and Management	Advanced Smart Business & AI; Applied Business Practice; Economics for Managers: Advanced Insights; Economics for Managers: Fundamentals; International Business Management 1 + 2; International Business Strategy; Management in Practice; Marketing & Customer Experience; Organizational Dynamics & Design; Smart Business & AI: Fundamentals; Sustainability in Business & Society; Thesis Lab: Planning Research + Research in Action
			Social Skills & International Competence	International Business Strategy; Advanced Smart Business & AI; Applied Business Practice; International Business Management 1 + 2; Communication & Teamwork; Languages & Intercultural Communication 1 + 2; Management in Practice; Thesis Lab: Planning Research + Research in Action
		Are able to conduct regular reviews and updates of the controlling system	Economics and Management	Advanced Smart Business & AI; Applied Business Practice; Economics for Managers: Advanced Insights; Economics for Managers: Fundamentals; International Business Management 1 + 2; International Business Strategy; Management in Practice; Marketing & Customer Experience; Organizational Dynamics & Design; Smart Business & AI: Fundamentals; Sustainability in Business & Society; Thesis Lab: Planning Research + Research in Action
			Practical Application & Implementation Skills	Advanced Smart Business & AI; Applied Business Practice; International Business Management 1 + 2; International Business Strategy; Management in Practice; Marketing & Customer Experience; Smart Business & AI: Fundamentals; Sustainability in Business & Society; Thesis Lab: Planning Research + Research in Action

2 CURRICULUM

2.1 Curriculum data

	Ft	PT	Comments (if any)
First Year of Study (YYYY/MM ₊₁)	2027/28	2027/28	
Standard duration of study (Number of semesters)	6	6	
SWS (Total for all semesters)	66	93	
ASWS (Total for all semesters)	96.5	105.5	
ECTS (Total for all semesters)	180	180	
Winter Semester Start (Date, Note: possibly calendar week)	Calendar Week 40	Calendar Week 40	
Winter Semester End (Date, Note: possibly calendar week)	Calendar Week 5	Week 5	
Start of summer semester (Date, Note: possibly calendar week)	Week 11	Week 11	
Summer semester end (Date, Note: possibly calendar week)	Calendar Week 28	Week 28	
Winter Semester Weeks	15	15	
SS Weeks	15	15	
Mandatory semester abroad (Semester)	3 and 4	None	
Language of Instruction (Specify)	German/ English		The percentage of courses taught in English is 33,87 % (PT) and 36.36% (FT) of the total class hours
Professional internship (Semester information, duration in weeks per semester)	500 hours (approx. 12.5 weeks)	500 hours (approx. 12.5 weeks)	

2.2 Curriculum matrix

The curriculum matrix for the Bachelor's program in International Business Management is presented below. The following list of courses does not include the time required for supervising bachelor's theses. For each supervised thesis, 0.2 SWS is allocated; that is, with 70 accredited study places (45 VZ) and 25 (BB), this results in an additional ASWS workload of 9 ASWS (VZ) and 5 ASWS (BB). In total, this results in an ASWS total of 105.5 ASWS (VZ) and 110.5 ASWS (BB) over all 6 semesters, including Bachelor's thesis supervision.

2.2.1 Curriculum matrix full-time

1. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
BV01	Team Building & Teamwork	UE			1	2	2	30	BV.CT	1
BV02	Communication & Presentation Techniques	UE			1	3	3	45	BV.CT	1
BV03	Digital Transformation & Artificial Intelligence I: Basics & Tools	ILV		X	2	1	2	30	BV.SBF	3
BV04	Introduction to Business Administration	ILV			2	0.5	1.0	15.0	BV.SBF	3
BV05	Accounting & Finance 1: Introduction	ILV			2	1	2	30	BV.SBF	3
BV06	Managerial Economics & Business Decisions	ILV		X	2	1	2	30	BV.EMF	3
BV07	Business Mathematics	ILV			3	2	6	90	BV.EMF	4
BV08	First Foreign Language I	ILV			4	2	8	120	BV.LI1	6
BV09	Second Foreign Language I	ILV			4	2	8	120	BV.LI1	6
Total line:					21		34.0	510.0		30
Course hours = Total WSH x course weeks					315					

2. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
BV10	Digital Transformation & Artificial Intelligence 2: Markets & Companies	ILV		X	2	1	2	30	BV.ASB	3
BV11	Agile Project Management & Practical Project 1	PT			3	1	3	45	BV.ASB	5
BV12	Accounting & Finance 2: Financial Reporting & Controlling	ILV			3	2	6	90	BV.ASB	4
BV13	Political Economics & Public Institutions	ILV		X	2	1	2	30	BV.EM	2
BV14	Business Statistics	ILV		X	3	2	6	90	BV.EM	4
BV15	First Foreign Language II	ILV			4	2	8	120	BV.LI2	6
BV16	Second Foreign Language II	ILV			4	2	8	120	BV.LI2	6
Total line:					21		35	525		30
Course hours = Total WSH x course weeks					315					

3. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
BV17	Semester Abroad 1/2: International Business Management	ILV			0	1	0	0	BV.IM1	26
BV18	Marketing & Customer Experience	ILV		X	2	1	2	30	BV.MCE	4
Total line:					2		2	30		30
Course hours = Total WSH x course weeks					30					

4. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
BV19	Semester Abroad 2/2: International Business Management	ILV			0	1	0	0	BV.IM2	26
BV20	Sustainability in Business & Society	ILV		X	2	1	2	30	BV.SBS	4
Total line:					2		2	30		30
Course hours = Total WSH x course weeks					30					

5. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
BV21	Organizational Psychology & Organizational Culture	ILV			1.5	1	1.5	22.5	BV.ODD	2
BV22	Organizational Sociology & Change Management	ILV			1.5	1	1.5	22.5	BV.ODD	2
BV23	Practical Project 2	PT			2	1	2	30	BV.MP	4
BV24	Business Simulation Game	UE		X	1	1	1	15	BV.MP	1
BV25	Theory & Practice Transfer	UE			0	1	0	0	BV.MP	2
BV26	International & Environmental Economics	ILV		X	2	1	2	30	BV.IBS	3
BV27	Finance & Investment	ILV		X	2	1	2	30	BV.IBS	3
BV28	European Business Law	ILV			2	1	2	30	BV.IBS	3
BV29	International Market Entry & Business Development	ILV		X	2	1	2	30	BV.IBS	3
BV30	Market Research & Customer Insights	ILV		X	2	1	2	30	BV.TPR	3
BV31	Academic Working Methods	ILV			1	1	1	15	BV.TPR	1
BV32	BA Camp	SE			0.5	6	3.0	45.0	BV.TPR	1
BV33	Scientific Topics in International Business Management	SE			2	1	2	30	BV.TPR	2
Total line:					19.5		22.0	330.0		30
Course hours = Total WSH x course weeks					292.5					

6. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
BV34	Work Placement	BPR			0	1	0	0	BV.ABP	20
BV35	Bachelor's Thesis Seminar	SE			0.5	3	1.5	22.5	BV.TRA	4
BV36	Bachelor's Thesis	SE			0	1	0	0	BV.TRA	6
Total line:					0.5		1.5	22.5		30
Course hours = Total WSH x course weeks					7.5					

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 full-time

Description	WSH	ASWS	ALVS	ECTS
Total number of courses over all semesters	66	96.5	1447.5	180
Total number of courses in 1st year of study	42	69	1035	60
Total number of courses in 2nd year of study	4	4	60	60
Total number of courses in 3rd year of study	20	23.5	352.5	60
Total number of technical events over all semesters				
Percentage of technical courses over all semesters based on WSH / ECTS				
Total number of specialized courses in English over all semesters	24			36
Proportion of specialized courses in English over all semesters (Calculation excluding language courses)	36.36 %			20 %

2.2.2 Curriculum matrix part-time

1. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
BB01	Team Building & Teamwork	UE			1	2	2	30	BB.CT	2
BB02	Communication & Presentation Techniques	UE			1.5	2	3.0	45.0	BB.CT	3
BB03	Cross Cultural Management	ILV		X	2	1	2	30	BB.CT	3
BB04	Introduction to Business Administration	ILV			2	0.5	1.0	15.0	BB.SBF	3
BB05	Digital Transformation & Artificial Intelligence 1: Basics & Tools	ILV		X	2	1	2	30	BB.SBF	4
BB06	Accounting & Finance 1: Introduction	ILV			2	1	2	30	BB.SBF	4
BB07	Applied Business Mathematics	ILV			3	1	3	45	BB.ABM	5
BB08	Business English 1	ILV			4	2	8	120	BB.BE1	6
Total line:					17.5		23.0	345.0		30
Course hours = Total WSH x course weeks					262.5					

2. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
BB09	Applied Business Statistics	ILV			3	1	3	45	BB.AFA	5
BB10	Accounting & Finance 2: Financial Reporting	ILV			2	1	2	30	BB.AFA	3
BB11	Supply Chain Management	ILV			2	1	2	30	BB.ASB	3
BB12	Marketing & Customer Experience	ILV		X	2	1	2	30	BB.ASB	3
BB13	Digital Transformation & Artificial Intelligence 2: Markets & Companies	ILV		X	2	1	2	30	BB.ASB	4
BB14	Human Resource Management & New Work	ILV		X	2	1	2	30	BB.PL	3
BB15	Law for Business & Management	ILV			2	1	2	30	BB.PL	3
BB16	Business English 2	ILV			4	2	8	120	BB.BE2	6
Total line:					19		23	345		30
Course hours = Total WSH x course weeks					285					

3. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
BB17	Omnichannel Customer Management	ILV			2	1	2	30	BB.CPM	3
BB18	Controlling	ILV			2	1	2	30	BB.CPM	3
BB19	Applied Economics: Markets & Prices	ILV			2	1	2	30	BB.MFS	4
BB20	Sustainability in Business & Society	ILV		X	2	1	2	30	BB.MFS	3
BB21	Finance & Investment	ILV		X	2	1	2	30	BB.MFS	3
BB22	From Local to Global: Pathways to International Business Success	ILV		X	2	1	2	30	BB.SM1	3
BB23	Management & Strategy 1	ILV			4	1	4	60	BB.SM1	6
BB24	Agile Project Management & Practical Project 1	PT			3	1	3	45	BB.SM1	5
Total line:					19		19	285		30
Course hours = Total WSH x course weeks					285					

4. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
BB25	Practical Project 2	PT			2	1	2	30	BB.SM2	5
BB26	Management & Strategy 2	ILV			4	1	4	60	BB.SM2	6
BB27	Study Trip	ILV		X	2	1	2	30	BB.SM2	3
BB28	Organizational Psychology & Organizational Culture	ILV			1.5	1	1.5	22.5	BB.ODD	2
BB29	Organizational Sociology & Change Management	ILV			1.5	1	1.5	22.5	BB.ODD	2
BB30	Political Economy: Growth & Money	ILV		X	3	1	3	45	BB.ESM	4
BB31	Market Research & Customer Insights	ILV			3	1	3	45	BB.ESM	4
BB32	Finance Lab: Basics of Trading and Investment	UE		X	2	1	2	30	BB.ESM	4
Total line:					19.0		19.0	285.0		30
Course hours = Total WSH x course weeks					285.0					

5. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
BB33	Effective Leadership & Self-Management	ILV		X	1.5	1	1.5	22.5	BB.LE	2
BB34	Start-up & Entrepreneurship	ILV			2	1	2	30	BB.LE	3
BB35	International Economics & Sustainability Economics	ILV			2	1	2	30	BB.ISB	3
BB36	Trends in International Business	ILV		X	2	1	2	30	BB.ISB	3
BB37	Trends in International Finance & Sustainability Management	SE		X	2	1	2	30	BB.ISB	3
BB38	Digital Transformation & Artificial Intelligence 3: Business, Governance & Policy in the Digital Age	ILV		X	2	1	2	30	BB.MAI	4
BB39	Business Simulation Game	UE		X	1	1	1	15	BB.MAI	2
BB40	Theory & Practical Transfer	UE			0	1	0	0	BB.MAI	2
BB41	Exploratory Research Methods	ILV			2	1	2	30	BB.TPR	3
BB42	Academic Writing	ILV			1	1	1	15	BB.TPR	2
BB43	Scientific Topics in International Business Management	SE			2	1	2	30	BB.TPR	2
BB44	BA-Camp	SE			0.5	6	3.0	45.0	BB.TPR	1
Total line:					18.0		20.5	307.5		30
Course hours = Total WSH x course weeks					270.0					

6. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
BB45	Work Placement	BPR			0	1	0	0	BB.ABP	20
BB46	Bachelor's Thesis Seminar	SE			0.5	2	1.0	15.0	BB.TRA	4
BB46	Bachelor's Thesis	SE			0	1	0	0	BB.TRA	6
Total line:					0.5		1.0	15.0		30
Course hours = Total WSH x course weeks					7.5					

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	93	105.5	1582.5	180
Total number of courses in 1st year of study	36.5	46	690	60
Total number of courses in 2nd year of study	38	38	570	60
Total number of courses in 3rd year of study	18.5	21.5	322.5	60
Total number of technical events over all semesters				
Percentage of technical courses over all semesters based on WSH / ECTS				
Total number of specialized courses in English over all semesters	31.5			51
Proportion of specialized courses in English over all semesters (Calculation excluding language courses)	33.87 %			28.33 %

2.3 Modularization

2.3.1 Module descriptions full-time

Module number:	Communication & Teamwork	Scope:	
BV.CT		2	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management full-time		
Position in the curriculum	1. Semester		
Level	1. Semester: First study cycle, Bachelor		
Previous knowledge	1. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Team Building & Teamwork /UE / LV-Nr: BV01 / 1.Semester / ECTS: 1</u> • Bender, Susanne: Teamentwicklung: Der effektive Weg zum „Wir“. (Dtv (in der aktuellen Auflage) • Brandl, Peter: Kommunikation. Gabal (in der aktuellen Auflage) • Dietrich, Peter (2022): Wirksame Teams. Arbeitsteilung effektiv machen und Leistungsfähigkeit steigern. Fachhochschule Kufstein Tirol. Kufstein (improve - Praxisletter, 41)		
	<u>Communication & Presentation Techniques /UE / LV-Nr: BV02 / 1.Semester / ECTS: 1</u> • Brandl, Peter: Kommunikation. Gabal (in der aktuellen Auflage) • Dall, Martin: Sicher präsentieren – wirksamer vortragen. Redline (in der aktuellen Auflage) • Dietrich, Peter (2020): Die neue "Remote-Welt". Erfolgreich im Distance-Zeitalter kommunizieren. Hochschule Kufstein Tirol. Kufstein (improve - Praxisletter, 27). • Herrmann, Markus; Hoppmann, Michael; Stölzgen, Karsten; Taramann, Jasmin: Schlüsselkompetenz Argumentation. Schöningh (in der aktuellen Auflage)		
Acquisition of skills	<u>Team Building & Teamwork /UE / LV-Nr: BV01 / 1.Semester / ECTS: 1</u> The participants: • can formulate, reflect on and adapt their personal goals and ways of working within a team context • develop the ability to find their bearings in their new role at the university, to understand institutional framework conditions and to assess expectations and requirements in a reflective and realistic manner • apply the concepts of team phases according to Tuckman and team roles according to Belbin to their own team and cohort development • can translate abstract values (e.g. openness, transparency, communication) into concrete ways of acting and apply them in everyday life • develop initiatives and concrete measures that promote constructive and inclusive interaction within the cohort over the long term • analyze individual and organizational factors influencing work-life balance and derive suitable, situation-specific actions for regulating their own workload • assess gender-related inequalities in working and learning contexts and develop measures to promote non-discriminatory, gender-inclusive collaboration		
	<u>Communication & Presentation Techniques /UE / LV-Nr: BV02 / 1.Semester / ECTS: 1</u> The participants: • understand the basic concepts of communicative processes and are able to deliberately employ the content and relationship aspects of human communication. • possess practical knowledge for preparing and delivering professional presentations. • can plan and structure presentation topics using various media and present them professionally to a specialist audience. • can defend the presented content discursively. • are able to critically reflect on and evaluate the presentation performance of their fellow students.		
Course contents	<u>Team Building & Teamwork /UE / LV-Nr: BV01 / 1.Semester / ECTS: 1</u>		

	• Understanding of roles, expectations and requirements placed on students. • Getting to know and reflecting on personal goals, strengths and ways of working. • Fundamentals of collaboration: appreciation, trust, communication. • Models and methods for analyzing workload and resources (work-life balance) • Mechanisms of gender roles, bias and structural disadvantage, along with practical approaches for the gender-inclusive design of working and learning environments • Introduction to the concepts of team phases (Tuckman) and team roles (Belbin) as a basis for developing the cohort team. • Development of joint initiatives and concrete measures to promote an inclusive team and cohort culture.
	<u>Communication & Presentation Techniques /UE / LV-Nr: BV02 / 1.Semester / ECTS: 1</u> • The five axioms of communication, the four-sides model and the values-and-development square • Theoretical introduction to presentation and argumentation techniques (in person and remote) • Application of the topics discussed • Feedback on and reflection about your own presentation performance (individually and in the group) and about the performance of fellow students
Teaching and learning methods	<u>Team Building & Teamwork /UE / LV-Nr: BV01 / 1.Semester / ECTS: 1</u> Blended learning
	<u>Communication & Presentation Techniques /UE / LV-Nr: BV02 / 1.Semester / ECTS: 1</u> Blended learning
Evaluation Methods Criteria	<u>Team Building & Teamwork /UE / LV-Nr: BV01 / 1.Semester / ECTS: 1</u> Portfolio assessment
	<u>Communication & Presentation Techniques /UE / LV-Nr: BV02 / 1.Semester / ECTS: 1</u> Portfolio assessment

Module number:	Economics for Managers: Fundamentals		Scope:	
BV.EMF			7	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management full-time			
Position in the curriculum	1. Semester			
Level	1. Semester: First study cycle, Bachelor			
Previous knowledge	1. Semester: none / 1. Semester: None			
Blocked	no			
Participant group	A-levels and/or corresponding previous training, beginners			
Literature recommendation	<u>Managerial Economics & Business Decisions /ILV / LV-Nr: BV06 / 1.Semester / ECTS: 3</u> • Mankiw, Greg: Economics; Cengage Learning EMEA (latest edition) • The CORE Team: The Economy: Economics for a Changing World, Oxford University Press (latest edition) • Pindyck, Robert; Rubinfeld, Daniel: Microeconomics; Pearson (latest edition)			
	<u>Business Mathematics /ILV / LV-Nr: BV07 / 1.Semester / ECTS: 4</u> • Von Blanckenburg, Korbinian; Mathematik in der BWL: Anwendungsorientiert und verständlich. Vahlen (in der aktuellen Auflage) • Sydsaeter, Knut; Hammond, Peter; Strom, Arne: Mathematik für Wirtschaftswissenschaftler: Basiswissen mit Praxisbezug. Pearson Studium (in der aktuellen Auflage) • Christiaans, Thomas; Ross, Matthias: Wirtschaftsmathematik für das Bachelor-Studium. Springer Gabler (in der aktuellen Auflage)			
Acquisition of skills	<u>Managerial Economics & Business Decisions /ILV / LV-Nr: BV06 / 1.Semester / ECTS: 3</u> The participants: • can discuss the effects of economic growth on social inequality and the natural environment. • can explain how markets function and name factors influencing price formation. • can evaluate strategic interactions on the basis of game-theory models. • are able to understand production decisions in companies and to interpret the influences of market structures on pricing. • can examine and critically evaluate current developments on the basis of models.			
	<u>Business Mathematics /ILV / LV-Nr: BV07 / 1.Semester / ECTS: 4</u>			

	The participants: • can discuss the fundamentals of financial-mathematics expressions and derive them using the tools of exponential calculation. • can independently solve basic business and financial mathematics tasks. • can apply mathematical methods of differential calculus to economic questions. • use mathematical expressions as a basis for statistical data analyses. • use the MS Excel software package to analyze and visualize mathematical problems.
Course contents	<u>Managerial Economics & Business Decisions /ILV / LV-Nr: BV06 / 1.Semester / ECTS: 3</u> • Economic growth, social inequality and environmental conditions • Efficient allocation of scarce resources • The market model and market equilibrium • Strategic interaction and social dilemmas • Elasticity, pricing and market structures • Analysis of the welfare effects of government intervention
	<u>Business Mathematics /ILV / LV-Nr: BV07 / 1.Semester / ECTS: 4</u> • Linear and quadratic functions • Elementary financial mathematics • Differential calculus • Systems of linear equations • Analysis of functions of two variables
Teaching and learning methods	<u>Managerial Economics & Business Decisions /ILV / LV-Nr: BV06 / 1.Semester / ECTS: 3</u> Blended learning
	<u>Business Mathematics /ILV / LV-Nr: BV07 / 1.Semester / ECTS: 4</u> Blended learning
Evaluation Methods Criteria	<u>Managerial Economics & Business Decisions /ILV / LV-Nr: BV06 / 1.Semester / ECTS: 3</u> Portfolio
	<u>Business Mathematics /ILV / LV-Nr: BV07 / 1.Semester / ECTS: 4</u> Portfolio assessment

Module number:	Languages & Intercultural Communication 1	Scope:	
		12	ECTS
BV.LI1			
Degree program	University of Applied Sciences Bachelor's Program International Business Management full-time		
Position in the curriculum	1. Semester		
Level	1. Semester: A1 to C2 (CEFR)		
Previous knowledge	1. Semester: Beginner modules: - Chinese, German, Spanish at level A1/A2 aiming for A2: no prior knowledge permitted Advanced beginner modules: - German at level A2/B1 aiming for B1.1: solid prior knowledge at A1 level Advanced modules: - Business German, Business French, Business Italian, Business Spanish at level B1/B2 aiming for B2.1: solid prior knowledge at level A2 - Business English for academic and professional purposes at level B2+/C1 aiming for C1: prior knowledge at level B2 or the English proficiency workshop / English preparatory course - Business English for academic and professional purposes at level C1/C2 aiming for C2.1: solid prior knowledge at level B2.2		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>First Foreign Language I /ILV / LV-Nr: BV08 / 1.Semester / ECTS: 6</u> Course materials – as agreed; authentic materials, e.g., from English-language magazines (including academic journals), newspapers, and online media		
	<u>Second Foreign Language I /ILV / LV-Nr: BV09 / 1.Semester / ECTS: 6</u> Course materials – as agreed; authentic materials, e.g., from English-language magazines (including academic journals), newspapers, and online media		
Acquisition of skills	<u>First Foreign Language I /ILV / LV-Nr: BV08 / 1.Semester / ECTS: 6</u> The participants: • (A1 – Beginner) Can understand and use familiar everyday expressions and very simple sentences aimed at meeting concrete needs. • (A1 – Beginner) Can introduce themselves and others and ask other people questions about themselves – e.g. where they live, whom they know or what things they own – and can respond to questions of this kind. • (A1 – Beginner) Can communicate in a simple way, provided the conversation partners speak slowly and clearly and are willing to help. • (A2 – Basic knowledge) Can understand sentences and frequently used expressions related to areas of immediate relevance (e.g. personal and family information, shopping, work, the immediate surroundings). • (A2 – Basic knowledge) Can communicate in simple, routine situations that involve a simple and direct exchange of information about familiar and everyday matters. • (A2 – Basic knowledge) Can describe, in simple terms, their own background and education, their immediate surroundings and matters related to immediate needs. • (B1 – Advanced language use) Can understand the main points when clear standard language is used and when the subject matter involves familiar things from work, school, leisure, etc. • (B1 – Advanced language use) Can handle most situations encountered when traveling in the language area and can express themselves simply and coherently on familiar topics and areas of personal interest • (B1 – Advanced language use) Can report on experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions • (B2 – Independent language use) Can understand the main content of complex texts on concrete and abstract topics; also understand specialist discussions in their own field of specialization. Can communicate so spontaneously and fluently that a normal conversation with native speakers is readily possible without major effort on either side. Can express themselves clearly and in detail on a wide range of topics, explain a viewpoint on a current issue and give the advantages and disadvantages of various options • (C1 – Proficient language skills) Can understand a wide range of demanding, longer texts and also grasp implicit meanings. • (C1 – Proficient language skills) Can express themselves spontaneously and fluently without frequently and obviously having to search for words, and can use the language effectively and flexibly in social and professional life or in education and studies. • (C1 – Proficient language skills) Can express themselves clearly, in a structured way and in detail on complex matters, using various means of text linkage appropriately. • (C2 – Near-native proficiency) Can understand virtually everything they read or hear with ease • (C2 – Near-native proficiency) Can summarize information from various written and spoken sources, reproducing reasons and explanations in a coherent presentation. • (C2 – Near-native proficiency) Can express themselves spontaneously, very fluently and precisely, and convey finer shades of meaning even in more complex matters.		
	<u>Second Foreign Language I /ILV / LV-Nr: BV09 / 1.Semester / ECTS: 6</u>		

	The participants: • (A1 – Beginner) Can understand and use familiar everyday expressions and very simple sentences aimed at meeting concrete needs. • (A1 – Beginner) Can introduce themselves and others and ask other people questions about themselves – e.g. where they live, whom they know or what things they own – and can respond to questions of this kind. • (A1 – Beginner) Can communicate in a simple way, provided the conversation partners speak slowly and clearly and are willing to help. • (A2 – Basic knowledge) Can understand sentences and frequently used expressions related to areas of immediate
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Acquisition of skills	relevance (e.g. personal and family information, shopping, work, the immediate surroundings). • (A2 – Basic knowledge) Can communicate in simple, routine situations that involve a simple and direct exchange of information about familiar and everyday matters. • (A2 – Basic knowledge) Can describe, in simple terms, their own background and education, their immediate surroundings and matters related to immediate needs. • (B1 – Advanced language use) Can understand the main points when clear standard language is used and when the subject matter involves familiar things from work, school, leisure, etc. • (B1 – Advanced language use) Can handle most situations encountered when traveling in the language area and can express themselves simply and coherently on familiar topics and areas of personal interest • (B1 – Advanced language use) Can report on experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions • (B2 – Independent language use) Can understand the main content of complex texts on concrete and abstract topics; also understand specialist discussions in their own field of specialization. Can communicate so spontaneously and fluently that a normal conversation with native speakers is readily possible without major effort on either side. Can express themselves clearly and in detail on a wide range of topics, explain a viewpoint on a current issue and give the advantages and disadvantages of various options • (C1 – Proficient language skills) Can understand a wide range of demanding, longer texts and also grasp implicit meanings. • (C1 – Proficient language skills) Can express themselves spontaneously and fluently without frequently and obviously having to search for words, and can use the language effectively and flexibly in social and professional life or in education and studies. • (C1 – Proficient language skills) Can express themselves clearly, in a structured way and in detail on complex matters, using various means of text linkage appropriately. • (C2 – Near-native proficiency) Can understand virtually everything they read or hear with ease • (C2 – Near-native proficiency) Can summarize information from various written and spoken sources, reproducing reasons and explanations in a coherent presentation. • (C2 – Near-native proficiency) Can express themselves spontaneously, very fluently and precisely, and convey finer shades of meaning even in more complex matters.
Course contents	<u>First Foreign Language I /ILV / LV-Nr: BV08 / 1.Semester / ECTS: 6</u> A1 – Beginner Understand and use familiar everyday expressions and very simple sentences aimed at meeting concrete needs. Introduce yourself and others and ask other people questions about themselves – e.g. where they live, whom they know or what things they own – and respond to questions of this kind. Communicate in a simple way, provided the conversation partners speak slowly and clearly and are willing to help. A2 – Basic knowledge Understand sentences and frequently used expressions related to areas of immediate relevance (e.g. personal and family information, shopping, work, the immediate surroundings). Communicate in simple, routine situations that involve a simple and direct exchange of information about familiar and everyday matters. Describe, in simple terms, your own background and education, your immediate surroundings and matters related to immediate needs. B1 – Advanced language use Use clear standard language in academic and business contexts, communicate about familiar matters from work, school, leisure, etc., and apply relevant conversational skills. Express yourself simply and coherently on familiar topics and areas of personal interest. Report on experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions. B2 – Independent language use Express yourself on the main content of complex texts on concrete and abstract topics in academic and business contexts, and take part in specialist discussions in your own field of specialization. Communicate so spontaneously and fluently that a normal conversation with native speakers is readily possible without major effort on either side. Express yourself clearly and in detail on a wide range of topics, explain a viewpoint on a current issue and give the advantages and disadvantages of various options. C1 – Proficient language skills Understand a wide range of demanding, longer texts and also grasp implicit meanings. Use the language effectively and flexibly in academic and business contexts and express yourself spontaneously and fluently without frequently and obviously having to search for words. Express yourself clearly, in a structured way and in detail on complex matters, using various means of text linkage appropriately. C2 – Near-native proficiency Effortless communication in all language situations. Summarize information from various written and spoken sources, reproducing reasons and explanations in a coherent presentation. Express yourself spontaneously, very fluently and precisely, and convey finer shades of meaning even in more complex matters. <u>Second Foreign Language I /ILV / LV-Nr: BV09 / 1.Semester / ECTS: 6</u>

	A1 – Beginner Understand and use familiar everyday expressions and very simple sentences aimed at meeting concrete needs. Introduce yourself and others and ask other people questions about themselves – e.g. where they live, whom they know or what things they own – and respond to questions of this kind. Communicate in a simple way, provided the conversation partners speak slowly and clearly and are willing to help. A2 – Basic knowledge Understand sentences and frequently used expressions related to areas of immediate relevance (e.g. personal and family information, shopping, work, the immediate surroundings). Communicate in simple, routine situations that involve a simple and direct exchange of information about familiar and everyday matters. Describe, in simple terms, your own background and education, your immediate surroundings and matters related to immediate needs. B1 – Advanced language use Use clear standard language in academic and business contexts, communicate about familiar matters from work, school, leisure, etc., and apply relevant conversational skills. Express yourself simply and coherently on familiar topics and areas of personal interest. Report on experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions.
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Course contents	B2 – Independent language use Express yourself on the main content of complex texts on concrete and abstract topics in academic and business contexts, and take part in specialist discussions in your own field of specialization. Communicate so spontaneously and fluently that a normal conversation with native speakers is readily possible without major effort on either side. Express yourself clearly and in detail on a wide range of topics, explain a viewpoint on a current issue and give the advantages and disadvantages of various options. C1 – Proficient language skills Understand a wide range of demanding, longer texts and also grasp implicit meanings. Use the language effectively and flexibly in academic and business contexts and express yourself spontaneously and fluently without frequently and obviously having to search for words. Express yourself clearly, in a structured way and in detail on complex matters, using various means of text linkage appropriately. C2 – Near-native proficiency Effortless communication in all language situations. Summarize information from various written and spoken sources, reproducing reasons and explanations in a coherent presentation. Express yourself spontaneously, very fluently and precisely, and convey finer shades of meaning even in more complex matters.
Teaching and learning methods	<u>First Foreign Language I /ILV / LV-Nr: BV08 / 1.Semester / ECTS: 6</u> Blended learning <u>Second Foreign Language I /ILV / LV-Nr: BV09 / 1.Semester / ECTS: 6</u> Blended learning
Evaluation Methods Criteria	<u>First Foreign Language I /ILV / LV-Nr: BV08 / 1.Semester / ECTS: 6</u> Portfolio assessment <u>Second Foreign Language I /ILV / LV-Nr: BV09 / 1.Semester / ECTS: 6</u> Portfolio assessment

Module number:	Smart Business & AI: Fundamentals	Scope:	
BV.SBF		9	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management full-time		
Position in the curriculum	1. Semester		
Level	1. Semester: First study cycle, Bachelor		
Previous knowledge	1. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Digital Transformation & Artificial Intelligence I: Basics & Tools /ILV / LV-Nr: BV03 / 1.Semester / ECTS: 3</u> • Stief, Sebastian; Rücker, Sebastian (Hrsg.): Digitale Transformation: Geschäftsmodelle, Erfolgsfaktoren, Best Practices; Springer Gabler (in der aktuellen Auflage) • Gassmann, Oliver; Böhm, Johannes; Palmié, Maximilian: Digitale Transformation im Unternehmen gestalten: Geschäftsmodelle, Erfolgsfaktoren, Best Practices; Hanser Verlag (in der aktuellen Auflage) • Porter, Michael E.; Heppelmann, James E.: Wie smarte Produkte Unternehmen verändern; Harvard Business Manager, 12/2015 • Bouncken, Ricarda; Kraus, Sascha; Roig-Dobón, Salvador (Hrsg.): Digital Business Models: Driving Transformation and Innovation; Springer (in der aktuellen Auflage)		
	<u>Introduction to Business Administration /ILV / LV-Nr: BV04 / 1.Semester / ECTS: 3</u> • Vahs, Dietmar; Schäfer-Kunz, Jan: Einführung in die Betriebswirtschaftslehre. Schäffer-Poeschel-Verlag (in der aktuellen Auflage) • 1-2 Aufsätze aus Fachzeitschriften		
	<u>Accounting & Finance 1: Introduction /ILV / LV-Nr: BV05 / 1.Semester / ECTS: 3</u> • Vahs, D., Schäfer-Kunz, J.: Einführung in die Betriebswirtschaftslehre, Schäffer-Poeschel (aktuelle Aufl.) • Neugebauer, A.: Schritt für Schritt vom Beleg zur Bilanz, Linde (aktuelle Aufl.) • Wolfgruber, H.: Kostenrechnung und Kostenmanagement, Linde (aktuelle Aufl.)		
Acquisition of skills	<u>Digital Transformation & Artificial Intelligence I: Basics & Tools /ILV / LV-Nr: BV03 / 1.Semester / ECTS: 3</u> The participants: • know the fundamentals, concepts and theories of digitalization. • understand the effects of digitalization on markets, companies and business administration functions. • can apply traditional business administration models to digital questions and reflect on them critically. • are able to analyze digital business models and evaluate transformation processes. • analyze digital developments, place them within broader economic contexts and assess their significance for companies and markets.		
	<u>Introduction to Business Administration /ILV / LV-Nr: BV04 / 1.Semester / ECTS: 3</u> The participants: • gain an overview of the fundamentals of general business administration. • develop an initial overall picture of the most important business administration topics and the corresponding concepts. • have a basic understanding of business processes and their interconnections. • understand the relevance of business administration questions for corporate decisions and relate them to practical application examples.		
	<u>Accounting & Finance 1: Introduction /ILV / LV-Nr: BV05 / 1.Semester / ECTS: 3</u> The participants: • understand the fundamentals of accounting. • have an initial overview of the essential components of the annual financial statements and their function. • develop a basic understanding of simple business transactions and essential processes in accounting. • have basic knowledge of financial reporting and controlling.		
Course contents	<u>Digital Transformation & Artificial Intelligence I: Basics & Tools /ILV / LV-Nr: BV03 / 1.Semester / ECTS: 3</u> • Introduction, basic concepts and theories of digitalization • Factors influencing markets and companies • Digital application and implementation methods in a business context • The relationship with traditional business administration functions • The transformation of markets, industries and business models • The impact on customers, competitors and market offerings • Reflection on and adaptation of traditional business administration theories and models		

	<u>Introduction to Business Administration /ILV / LV-Nr: BV04 / 1.Semester / ECTS: 3</u> • Fundamentals and classification of general business administration • Fundamentals of corporate management (organization, human resource management, etc.) • Fundamentals of controlling and its cross-links to accounting and finance • Selected business administration topics (innovation management, strategy development, etc.)
	<u>Accounting & Finance 1: Introduction /ILV / LV-Nr: BV05 / 1.Semester / ECTS: 3</u> • Fundamentals and classification of accounting • Differentiation between financial and management accounting • Tasks, functions and legal foundations of financial accounting (Austrian Commercial Code, UGB) • Introduction to the bookkeeping obligation • Fundamentals of bookkeeping and double-entry bookkeeping

Course contents	• Generally accepted accounting principles (GoB) • Structure and classification of the balance sheet and income statement under the UGB • Introduction to cost accounting
Teaching and learning methods	<u>Digital Transformation & Artificial Intelligence I: Basics & Tools /ILV / LV-Nr: BV03 / 1.Semester / ECTS: 3</u> Blended learning
	<u>Introduction to Business Administration /ILV / LV-Nr: BV04 / 1.Semester / ECTS: 3</u> Blended learning
	<u>Accounting & Finance 1: Introduction /ILV / LV-Nr: BV05 / 1.Semester / ECTS: 3</u> Blended learning
Evaluation Methods Criteria	<u>Digital Transformation & Artificial Intelligence I: Basics & Tools /ILV / LV-Nr: BV03 / 1.Semester / ECTS: 3</u> Portfolio assessment
	<u>Introduction to Business Administration /ILV / LV-Nr: BV04 / 1.Semester / ECTS: 3</u> Portfolio
	<u>Accounting & Finance 1: Introduction /ILV / LV-Nr: BV05 / 1.Semester / ECTS: 3</u> Portfolio assessment

Module number:	Economics for Managers: Advanced Insights	Scope:	
BV.EM		6	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management full-time		
Position in the curriculum	2. Semester		
Level	2. Semester: First study cycle, Bachelor		
Previous knowledge	2. Semester: Managerial Economics & Business Decisions / 2. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Political Economics & Public Institutions /ILV / LV-Nr: BV13 / 2.Semester / ECTS: 2</u> • Mankiw, Greg: Economics; Cengage Learning EMEA (latest edition) • The CORE Team: The Economy: Economics for a Changing World, Oxford University Press (latest edition) • Krugman, Paul; Wells, Robin: Economics. Worth (latest edition)		
	<u>Business Statistics /ILV / LV-Nr: BV14 / 2.Semester / ECTS: 4</u> • Anderson, David R.; Sweeney, Dennis J.; Williams, Thomas A.: Essentials of Modern Business Statistics with MS Excel. South Western (latest edition) • Jaggia, Sanjiv; Kelly, Alison: Business Statistics: Communicating with Numbers. McGraw-Hill Education (latest edition) • De Veaux, Richard D.; Velleman; Paul F.; Sharpe, Norean Radke: Business Statistics, Global Edition. Pearson Education Limited (latest edition)		
Acquisition of skills	<u>Political Economics & Public Institutions /ILV / LV-Nr: BV13 / 2.Semester / ECTS: 2</u> The participants: • can name the essential components and institutions of an economy and explain how they function. • can name and substantively explain macroeconomic indicators such as gross domestic product or the consumer price index. • are able to independently research indicators for economic growth and inflation and to present current developments. • can identify short- and long-term drivers of economic growth and employment. • can locate the causes of systemic instability within financial and environmental conditions.		
	<u>Business Statistics /ILV / LV-Nr: BV14 / 2.Semester / ECTS: 4</u> The participants: • can analyze empirical data with suitable statistical methods and interpret the results. • explain the differences between descriptive and inferential statistics. • are able to identify essential statistical procedures and implement them independently. • can examine and answer questions from professional business practice using statistical methods. • use the MS Excel software package competently for a wide range of data analyses and, where required, use alternative software such as SPSS or R.		
Course contents	<u>Political Economics & Public Institutions /ILV / LV-Nr: BV13 / 2.Semester / ECTS: 2</u> • Interpretation of gross domestic product and the consumer price index • Measurement of economic growth and inflation • The remit of the central bank with regard to the money supply and interest-rate setting • Aggregate demand and aggregate supply • Systemic crises linked to the financial sector and environmental pollution		
	<u>Business Statistics /ILV / LV-Nr: BV14 / 2.Semester / ECTS: 4</u> • Basic concepts of statistics and data analysis • Univariate and multivariate data description • Fundamentals of probability theory and theoretical distributions • Estimation procedures and statistical tests • Software such as MS Excel (in depth) and/or SPSS/R (on an illustrative basis)		
Teaching and learning methods	<u>Political Economics & Public Institutions /ILV / LV-Nr: BV13 / 2.Semester / ECTS: 2</u> Blended learning		
	<u>Business Statistics /ILV / LV-Nr: BV14 / 2.Semester / ECTS: 4</u> Blended learning		
Evaluation Methods Criteria	<u>Political Economics & Public Institutions /ILV / LV-Nr: BV13 / 2.Semester / ECTS: 2</u>		

	Portfolio assessment
	<u>Business Statistics /ILV / LV-Nr: BV14 / 2.Semester / ECTS: 4</u>
	Portfolio assessment

Module number:	Languages & Intercultural Communication 2	Scope:	
		12	ECTS
BV.LI2			
Degree program	University of Applied Sciences Bachelor's Program International Business Management full-time		
Position in the curriculum	2. Semester		
Level	2. Semester: A1 to C2 (CEFR)		
Previous knowledge	2. Semester: Beginner modules: - Chinese, German, Spanish at level A1/A2 aiming for A2: no prior knowledge permitted Advanced beginner modules: - German at level A2/B1 aiming for B1.1: solid prior knowledge at A1 level Advanced modules: - Business German, Business French, Business Italian, Business Spanish at level B1/B2 aiming for B2.1: solid prior knowledge at level A2 - Business English for academic and professional purposes at level B2+/C1 aiming for C1: prior knowledge at level B2 or the English proficiency workshop / English preparatory course - Business English for academic and professional purposes at level C1/C2 aiming for C2.1: solid prior knowledge at level B2.2		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>First Foreign Language II /ILV / LV-Nr: BV15 / 2.Semester / ECTS: 6</u> Course materials – as agreed; authentic materials, e.g., from English-language magazines (including academic journals), newspapers, and online media		
	<u>Second Foreign Language II /ILV / LV-Nr: BV16 / 2.Semester / ECTS: 6</u> Course materials – as agreed; authentic materials, e.g., from English-language magazines (including academic journals), newspapers, and online media		
Acquisition of skills	<u>First Foreign Language II /ILV / LV-Nr: BV15 / 2.Semester / ECTS: 6</u> The participants: • (A1 – Beginner) Can understand and use familiar everyday expressions and very simple sentences aimed at meeting concrete needs. • (A1 – Beginner) Can introduce themselves and others and ask other people questions about themselves – e.g. where they live, whom they know or what things they own – and can respond to questions of this kind. • (A1 – Beginner) Can communicate in a simple way, provided the conversation partners speak slowly and clearly and are willing to help. • (A2 – Basic knowledge) Can understand sentences and frequently used expressions related to areas of immediate relevance (e.g. personal and family information, shopping, work, the immediate surroundings). • (A2 – Basic knowledge) Can communicate in simple, routine situations that involve a simple and direct exchange of information about familiar and everyday matters. • (A2 – Basic knowledge) Can describe, in simple terms, their own background and education, their immediate surroundings and matters related to immediate needs. • (B1 – Advanced language use) Can understand the main points when clear standard language is used and when the subject matter involves familiar things from work, school, leisure, etc. • (B1 – Advanced language use) Can handle most situations encountered when traveling in the language area and can express themselves simply and coherently on familiar topics and areas of personal interest • (B1 – Advanced language use) Can report on experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions • (B2 – Independent language use) Can understand the main content of complex texts on concrete and abstract topics; also understand specialist discussions in their own field of specialization. Can communicate so spontaneously and fluently that a normal conversation with native speakers is readily possible without major effort on either side. Can express themselves clearly and in detail on a wide range of topics, explain a viewpoint on a current issue and give the advantages and disadvantages of various options • (C1 – Proficient language skills) Can understand a wide range of demanding, longer texts and also grasp implicit meanings. • (C1 – Proficient language skills) Can express themselves spontaneously and fluently without frequently and obviously having to search for words, and can use the language effectively and flexibly in social and professional life or in education and studies. • (C1 – Proficient language skills) Can express themselves clearly, in a structured way and in detail on complex matters, using various means of text linkage appropriately. • (C2 – Near-native proficiency) Can understand virtually everything they read or hear with ease • (C2 – Near-native proficiency) Can summarize information from various written and spoken sources, reproducing reasons and explanations in a coherent presentation. • (C2 – Near-native proficiency) Can express themselves spontaneously, very fluently and precisely, and convey finer shades of meaning even in more complex matters.		
	<u>Second Foreign Language II /ILV / LV-Nr: BV16 / 2.Semester / ECTS: 6</u>		

	The participants: • (A1 – Beginner) Can understand and use familiar everyday expressions and very simple sentences aimed at meeting concrete needs. • (A1 – Beginner) Can introduce themselves and others and ask other people questions about themselves – e.g. where they live, whom they know or what things they own – and can respond to questions of this kind. • (A1 – Beginner) Can communicate in a simple way, provided the conversation partners speak slowly and clearly and are willing to help. • (A2 – Basic knowledge) Can understand sentences and frequently used expressions related to areas of immediate
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Acquisition of skills	relevance (e.g. personal and family information, shopping, work, the immediate surroundings). • (A2 – Basic knowledge) Can communicate in simple, routine situations that involve a simple and direct exchange of information about familiar and everyday matters. • (A2 – Basic knowledge) Can describe, in simple terms, their own background and education, their immediate surroundings and matters related to immediate needs. • (B1 – Advanced language use) Can understand the main points when clear standard language is used and when the subject matter involves familiar things from work, school, leisure, etc. • (B1 – Advanced language use) Can handle most situations encountered when traveling in the language area and can express themselves simply and coherently on familiar topics and areas of personal interest • (B1 – Advanced language use) Can report on experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions • (B2 – Independent language use) Can understand the main content of complex texts on concrete and abstract topics; also understand specialist discussions in their own field of specialization. Can communicate so spontaneously and fluently that a normal conversation with native speakers is readily possible without major effort on either side. Can express themselves clearly and in detail on a wide range of topics, explain a viewpoint on a current issue and give the advantages and disadvantages of various options • (C1 – Proficient language skills) Can understand a wide range of demanding, longer texts and also grasp implicit meanings. • (C1 – Proficient language skills) Can express themselves spontaneously and fluently without frequently and obviously having to search for words, and can use the language effectively and flexibly in social and professional life or in education and studies. • (C1 – Proficient language skills) Can express themselves clearly, in a structured way and in detail on complex matters, using various means of text linkage appropriately. • (C2 – Near-native proficiency) Can understand virtually everything they read or hear with ease • (C2 – Near-native proficiency) Can summarize information from various written and spoken sources, reproducing reasons and explanations in a coherent presentation. • (C2 – Near-native proficiency) Can express themselves spontaneously, very fluently and precisely, and convey finer shades of meaning even in more complex matters.
Course contents	<u>First Foreign Language II /ILV / LV-Nr: BV15 / 2.Semester / ECTS: 6</u> A1 – Beginner Understand and use familiar everyday expressions and very simple sentences aimed at meeting concrete needs. Introduce yourself and others and ask other people questions about themselves – e.g. where they live, whom they know or what things they own – and respond to questions of this kind. Communicate in a simple way, provided the conversation partners speak slowly and clearly and are willing to help. A2 – Basic knowledge Understand sentences and frequently used expressions related to areas of immediate relevance (e.g. personal and family information, shopping, work, the immediate surroundings). Communicate in simple, routine situations that involve a simple and direct exchange of information about familiar and everyday matters. Describe, in simple terms, your own background and education, your immediate surroundings and matters related to immediate needs. B1 – Advanced language use Use clear standard language in academic and business contexts, communicate about familiar matters from work, school, leisure, etc., and apply relevant conversational skills. Express yourself simply and coherently on familiar topics and areas of personal interest. Report on experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions. B2 – Independent language use Express yourself on the main content of complex texts on concrete and abstract topics in academic and business contexts, and take part in specialist discussions in your own field of specialization. Communicate so spontaneously and fluently that a normal conversation with native speakers is readily possible without major effort on either side. Express yourself clearly and in detail on a wide range of topics, explain a viewpoint on a current issue and give the advantages and disadvantages of various options. C1 – Proficient language skills Understand a wide range of demanding, longer texts and also grasp implicit meanings. Use the language effectively and flexibly in academic and business contexts and express yourself spontaneously and fluently without frequently and obviously having to search for words. Express yourself clearly, in a structured way and in detail on complex matters, using various means of text linkage appropriately. C2 – Near-native proficiency Effortless communication in all language situations. Summarize information from various written and spoken sources, reproducing reasons and explanations in a coherent presentation. Express yourself spontaneously, very fluently and precisely and convey finer shades of meaning even in more complex matters <u>Second Foreign Language II /ILV / LV-Nr: BV16 / 2.Semester / ECTS: 6</u>

	A1 – Beginner Understand and use familiar everyday expressions and very simple sentences aimed at meeting concrete needs. Introduce yourself and others and ask other people questions about themselves – e.g. where they live, whom they know or what things they own – and respond to questions of this kind. Communicate in a simple way, provided the conversation partners speak slowly and clearly and are willing to help. A2 – Basic knowledge Understand sentences and frequently used expressions related to areas of immediate relevance (e.g. personal and family information, shopping, work, the immediate surroundings). Communicate in simple, routine situations that involve a simple and direct exchange of information about familiar and everyday matters. Describe, in simple terms, your own background and education, your immediate surroundings and matters related to immediate needs. B1 – Advanced language use Use clear standard language in academic and business contexts, communicate about familiar matters from work, school, leisure, etc., and apply relevant conversational skills. Express yourself simply and coherently on familiar topics and areas of personal interest. Report on experiences and events, describe dreams, hopes and goals, and give brief reasons or explanations for plans and opinions.
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Course contents	B2 – Independent language use Express yourself on the main content of complex texts on concrete and abstract topics in academic and business contexts, and take part in specialist discussions in your own field of specialization. Communicate so spontaneously and fluently that a normal conversation with native speakers is readily possible without major effort on either side. Express yourself clearly and in detail on a wide range of topics, explain a viewpoint on a current issue and give the advantages and disadvantages of various options. C1 – Proficient language skills Understand a wide range of demanding, longer texts and also grasp implicit meanings. Use the language effectively and flexibly in academic and business contexts and express yourself spontaneously and fluently without frequently and obviously having to search for words. Express yourself clearly, in a structured way and in detail on complex matters, using various means of text linkage appropriately. C2 – Near-native proficiency Effortless communication in all language situations. Summarize information from various written and spoken sources, reproducing reasons and explanations in a coherent presentation. Express yourself spontaneously, very fluently and precisely, and convey finer shades of meaning even in more complex matters.
Teaching and learning methods	<u>First Foreign Language II /ILV / LV-Nr: BV15 / 2.Semester / ECTS: 6</u> Blended learning <u>Second Foreign Language II /ILV / LV-Nr: BV16 / 2.Semester / ECTS: 6</u> Blended learning
Evaluation Methods Criteria	<u>First Foreign Language II /ILV / LV-Nr: BV15 / 2.Semester / ECTS: 6</u> Portfolio assessment <u>Second Foreign Language II /ILV / LV-Nr: BV16 / 2.Semester / ECTS: 6</u> Portfolio assessment

Module number:	Advanced Smart Business & AI	Scope:	
BV.ASB		12	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management full-time		
Position in the curriculum	2. Semester		
Level	2. Semester: First study cycle, Bachelor		
Previous knowledge	2. Semester: Accounting & Finance I: Introduction / 2. Semester: none / 2. Semester: Successful completion of the course: Digital Transformation & Artificial Intelligence I: Basics & Tools		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Digital Transformation & Artificial Intelligence 2: Markets & Companies /ILV / LV-Nr: BV10 / 2.Semester / ECTS: 3</u> • Russell, Stuart J.; Norvig, Peter: Artificial Intelligence – A Modern Approach; 4th Edition, Pearson, 2021 • Goodfellow, Ian; Bengio, Yoshua; Courville, Aaron: Deep Learning; MIT Press, 2016 (Open Access als PDF) • Kelleher, John D.: Artificial Intelligence; MIT Press Essential Knowledge Series, 2019 • Brock, Jonathan K. L.; Wangenheim, Florian; Meier, Andreas: AI in Practice: How 50 Successful Companies Used AI and Machine; Wiley, 2019 • Buxmann, Peter; Schmidt, Holger: KI – mit Algorithmen zum wirtschaftlichen Erfolg; Springer Gabler, 2023		
	<u>Agile Project Management & Practical Project 1 /PT / LV-Nr: BV11 / 2.Semester / ECTS: 5</u> • Dietrich, Peter (2019): Die SWOT-Analyse. Wirksame Analysen und Lösungen entwickeln. FH Kufstein Tirol. Kufstein (improve - Praxisletter, 24). • Dietrich, Peter (2023): Das Strategische Konzept. Durchdacht planen und nachvollziehbar entscheiden. FH Kufstein Tirol. Kufstein (improve - Praxisletter, 47). • Stöger, Roman: Wirksames Projektmanagement. Schäffer-Poeschel (in der aktuellen Auflage)		
	<u>Accounting & Finance 2: Financial Reporting & Controlling /ILV / LV-Nr: BV12 / 2.Semester / ECTS: 4</u> • Vahs, D., Schäfer-Kunz, J.: Einführung in die Betriebswirtschaftslehre, Schäffer-Poeschel (aktuelle Aufl.) • Neugebauer, A.: Schritt für Schritt vom Beleg zur Bilanz, Linde (aktuelle Aufl.) • IFRS Standards (http://www.ifrs.org) • 1-2 Fachartikel		
Acquisition of skills	<u>Digital Transformation & Artificial Intelligence 2: Markets & Companies /ILV / LV-Nr: BV10 / 2.Semester / ECTS: 3</u> The participants: • can explain and critically reflect on the fundamental concepts, methods and fields of application of AI. • can assess the opportunities and risks of AI for companies and society. • can apply and adapt traditional business administration models and theories to AI-related questions. • can classify and evaluate AI tools and frameworks in the context of digitalization and business practice. • analyze specific AI applications and projects in companies and develop proposed solutions. • are able to work on real-world problems using AI methods, both independently and in a team, and to communicate the results in an audience-appropriate way.		
	<u>Agile Project Management & Practical Project 1 /PT / LV-Nr: BV11 / 2.Semester / ECTS: 5</u> The participants: • know the definition and the course of projects. • engage with the aspects of agile tools in projects. • analyze the requirements and framework conditions of a practical project and derive suitable approaches. • plan, structure and manage a practical project independently, taking time, resources and risks into account. • critically reflect on the use of agile tools and assess their suitability for different project situations. • present project results in an audience-appropriate way and justify methodological decisions in a comprehensible manner.		
	<u>Accounting & Finance 2: Financial Reporting & Controlling /ILV / LV-Nr: BV12 / 2.Semester / ECTS: 4</u> The participants: • understand the fundamentals of financial reporting. • can name the tasks and components of the annual financial statements. • can analyze and interpret annual financial statements under the UGB. • develop a basic understanding of international accounting under IFRS. • develop an understanding of the essential instruments of controlling and their function.		
Course contents	<u>Digital Transformation & Artificial Intelligence 2: Markets & Companies /ILV / LV-Nr: BV10 / 2.Semester / ECTS: 3</u>		

	• Basic AI concepts, definitions and historical development • Core concepts and methods of AI • Fields of application of AI in a business context • Ethics, data protection and societal impacts • AI and traditional business administration concepts • Practical project work and transfer
	<u>Agile Project Management & Practical Project 1 /PT / LV-Nr: BV11 / 2.Semester / ECTS: 5</u> • Project planning and organization • Project collaboration and implementation • Key performance indicators of project management • Practical project: developing a concept or business plan

Course contents	<u>Accounting & Finance 2: Financial Reporting & Controlling /ILV / LV-Nr: BV12 / 2.Semester / ECTS: 4</u> • Deepening of knowledge in financial accounting • Tasks, functions and legal foundations of financial reporting under the UGB • Components of the annual financial statements • Structure and classification of the balance sheet under the UGB • Recognition and measurement of selected balance-sheet items • Overview of selected accounting regulations • Selected balance-sheet ratios for corporate management • Introduction to international accounting under IFRS • Financial reporting as an information basis for controlling • Introduction to controlling • Fundamentals and instruments of controlling for corporate management
Teaching and learning methods	<u>Digital Transformation & Artificial Intelligence 2: Markets & Companies /ILV / LV-Nr: BV10 / 2.Semester / ECTS: 3</u> Blended learning
	<u>Agile Project Management & Practical Project 1 /PT / LV-Nr: BV11 / 2.Semester / ECTS: 5</u> Blended learning
	<u>Accounting & Finance 2: Financial Reporting & Controlling /ILV / LV-Nr: BV12 / 2.Semester / ECTS: 4</u> Blended learning
Evaluation Methods Criteria	<u>Digital Transformation & Artificial Intelligence 2: Markets & Companies /ILV / LV-Nr: BV10 / 2.Semester / ECTS: 3</u> Portfolio assessment
	<u>Agile Project Management & Practical Project 1 /PT / LV-Nr: BV11 / 2.Semester / ECTS: 5</u> Portfolio assessment
	<u>Accounting & Finance 2: Financial Reporting & Controlling /ILV / LV-Nr: BV12 / 2.Semester / ECTS: 4</u> Portfolio assessment

Module number:	International Business Management 1	Scope:	
BV.IM1		26	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management full-time		
Position in the curriculum	3. Semester		
Level	3. Semester: First study cycle, Bachelor		
Previous knowledge	3. Semester: none		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Semester Abroad 1/2: International Business Management /ILV / LV-Nr: BV17 / 3.Semester / ECTS: 26</u> Wird von den jeweiligen Partnerhochschulen vorgegeben		
Acquisition of skills	<u>Semester Abroad 1/2: International Business Management /ILV / LV-Nr: BV17 / 3.Semester / ECTS: 26</u> The participants: • expand their economic competencies and specialize in preparation for their intended professional field. • additionally develop their international and self-management competencies through the two-semester stay abroad.		
Course contents	<u>Semester Abroad 1/2: International Business Management /ILV / LV-Nr: BV17 / 3.Semester / ECTS: 26</u> A precise description of the specific teaching and learning content for the two semesters abroad cannot and should not be defined, given the large number of partner universities and the range of elective options they offer within the economic sciences, so as to safeguard the flexibility available to students. The partner universities can be divided into three groups (industrialized countries outside Europe, European countries, and developing and emerging countries). The following gives an exemplary combination of courses, including the national credits, for one partner university. Example: • University of the Free State, Bloemfontein, South Africa • Strategic Management, OBS314, Credits 16 • Labor Economics and International Economics, EKN314, Credits 16 • Training and Development, TRG314, Credits 16 • Development, Underdevelopment and Poverty, SOS312, Credits 8 • Advanced Marketing Management, OBS324, Credits 16 • Financial Management, OBS364, Credits 16 • Development Economics and Public Finance, EKN324, Credits 16 • Governance and Political Transformation in Africa, PTW242, Credits 8		
Teaching and learning methods	<u>Semester Abroad 1/2: International Business Management /ILV / LV-Nr: BV17 / 3.Semester / ECTS: 26</u> Determined by the respective partner universities		
Evaluation Methods Criteria	<u>Semester Abroad 1/2: International Business Management /ILV / LV-Nr: BV17 / 3.Semester / ECTS: 26</u> Determined by the respective partner university		

Module number:	Marketing & Customer Experience	Scope:	
BV.MCE		4	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management full-time		
Position in the curriculum	3. Semester		
Level	3. Semester: First study cycle, Bachelor		
Previous knowledge	3. Semester: none		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Marketing & Customer Experience /ILV / LV-Nr: BV18 / 3.Semester / ECTS: 4</u> • Boone, L. E., et al.: Contemporary Marketing, Cengage (latest edition) • Horster, E.: Customer Experience Management: Wow-Momente in der digitalisierten Welt (latest edition) • Hyken, S.: The Cult of the Customer. Sound Wisdom (latest edition)		
Acquisition of skills	<u>Marketing & Customer Experience /ILV / LV-Nr: BV18 / 3.Semester / ECTS: 4</u> The participants: • explain the significance of marketing as a customer-oriented mindset. • describe the fundamental concepts of marketing. • explain the elements of the marketing mix for products and services and distinguish them from one another. • analyze the role of social media and integrated marketing in customer experience management. • explain the importance of customer centricity and apply it, by way of example, to practice-oriented questions. • develop, plan and present a marketing and CX strategy for a company by applying scientific findings.		
Course contents	<u>Marketing & Customer Experience /ILV / LV-Nr: BV18 / 3.Semester / ECTS: 4</u> • Definition of the concepts of the marketing mix • Differences between the B2B and B2C markets • Market segmentation, positioning, USP • Customer-centric market research • Social media management • Customer experience management • Integrated marketing • Customer journey mapping • Touchpoint management		
Teaching and learning methods	<u>Marketing & Customer Experience /ILV / LV-Nr: BV18 / 3.Semester / ECTS: 4</u> E-learning		
Evaluation Methods Criteria	<u>Marketing & Customer Experience /ILV / LV-Nr: BV18 / 3.Semester / ECTS: 4</u> Portfolio assessment		

Module number:	International Business Management 2	Scope:	
BV.IM2		26	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management full-time		
Position in the curriculum	4. Semester		
Level	4. Semester: First study cycle, Bachelor		
Previous knowledge	4. Semester: Completion of the courses of the first three semesters		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Semester Abroad 2/2: International Business Management /ILV / LV-Nr: BV19 / 4.Semester / ECTS: 26</u> Wird von den jeweiligen Partnerhochschulen vorgegeben		
Acquisition of skills	<u>Semester Abroad 2/2: International Business Management /ILV / LV-Nr: BV19 / 4.Semester / ECTS: 26</u> The participants: • expand their economic competencies and specialize in preparation for their intended professional field. • additionally develop their international and self-management competencies through the two-semester stay abroad.		
Course contents	<u>Semester Abroad 2/2: International Business Management /ILV / LV-Nr: BV19 / 4.Semester / ECTS: 26</u> A precise description of the specific teaching and learning content for the two semesters abroad cannot and should not be defined, given the large number of partner universities and the range of elective options they offer within the economic sciences, so as to safeguard the flexibility available to students. The partner universities can be divided into three groups (industrialized countries outside Europe, European countries, and developing and emerging countries). The following gives an exemplary combination of courses, including the national credits, for one partner university. Example: • University of the Free State, Bloemfontein, South Africa • Strategic Management, OBS314, Credits 16 • Labor Economics and International Economics, EKN314, Credits 16 • Training and Development, TRG314, Credits 16 • Development, Underdevelopment and Poverty, SOS312, Credits 8 • Advanced Marketing Management, OBS324, Credits 16 • Financial Management, OBS364, Credits 16 • Development Economics and Public Finance, EKN324, Credits 16 • Governance and Political Transformation in Africa, PTW242, Credits 8		
Teaching and learning methods	<u>Semester Abroad 2/2: International Business Management /ILV / LV-Nr: BV19 / 4.Semester / ECTS: 26</u> Determined by the respective partner universities		
Evaluation Methods Criteria	<u>Semester Abroad 2/2: International Business Management /ILV / LV-Nr: BV19 / 4.Semester / ECTS: 26</u> Determined by the respective partner university		

Module number:	Sustainability in Business & Society	Scope:	
BV.SBS		4	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management full-time		
Position in the curriculum	4. Semester		
Level	4. Semester: First study cycle, Bachelor		
Previous knowledge	4. Semester: none		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Sustainability in Business & Society /ILV / LV-Nr: BV20 / 4.Semester / ECTS: 4</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 aktuelle Artikel aus Fachzeitschriften		
Acquisition of skills	<u>Sustainability in Business & Society /ILV / LV-Nr: BV20 / 4.Semester / ECTS: 4</u> The participants: • understand the relationships between the economy, society and politics against the background of individual and organizational responsibility. • recognize business-ethics questions in practice and discuss them critically. • can differentiate various approaches to corporate governance. • are able to reflect on the claims of diverse stakeholders against an ethical background and in terms of aspects of sustainability.		
Course contents	<u>Sustainability in Business & Society /ILV / LV-Nr: BV20 / 4.Semester / ECTS: 4</u> • Ethics and morality in theory and practice • Philosophical and intercultural principles of specific moral concepts and value systems • Discussion of management approaches (e.g. principal-agent theory, shareholder-value approach, etc.) from an ethical perspective • Triple bottom line (TBL) and the three dimensions of sustainability • Sustainable Development Goals (SDGs) and corporate sustainability • Corporate social responsibility (CSR)		
Teaching and learning methods	<u>Sustainability in Business & Society /ILV / LV-Nr: BV20 / 4.Semester / ECTS: 4</u> E-learning		
Evaluation Methods Criteria	<u>Sustainability in Business & Society /ILV / LV-Nr: BV20 / 4.Semester / ECTS: 4</u> Portfolio assessment		

Module number:	Organizational Dynamics & Design	Scope:	
BV.ODD		4	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management full-time		
Position in the curriculum	5. Semester		
Level	5. Semester: First study cycle, Bachelor		
Previous knowledge	5. Semester: none		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Organizational Psychology & Organizational Culture /ILV / LV-Nr: BV21 / 5.Semester / ECTS: 2</u> • Doppler, Klaus; Lauterburg, Christoph: Change Management. Den Unternehmenswandel gestalten. Campus (in der aktuellen Auflage) • Nerdinger, Friedemann; Blickle, Gerhard; Schaper, Niclas: Arbeits- und Organisationspsychologie. Springer (in der aktuellen Auflage) • Von Rosenstiel, Lutz: Grundlagen der Organisationspsychologie. Schäffer-Poeschel (in der aktuellen Auflage)		
	<u>Organizational Sociology & Change Management /ILV / LV-Nr: BV22 / 5.Semester / ECTS: 2</u> • Dietrich, Peter (2025): Die Strukturmatrix. Organisationen strategisch steuern. FH Kufstein Tirol. Kufstein (improve - Praxisletter, 55). • Kieser, Alfred et al. (Hg.): Organisationstheorien. Stuttgart: Kohlhammer (in der aktuellen Auflage). • Kühl, Stefan: Organisationen. Eine sehr kurze Einführung. Wiesbaden: Springer VS. (in der aktuellen Auflage) • Luhmann, Niklas: Organisation und Entscheidung. Wiesbaden: VS. (in der aktuellen Auflage)		
Acquisition of skills	<u>Organizational Psychology & Organizational Culture /ILV / LV-Nr: BV21 / 5.Semester / ECTS: 2</u> The participants: • recognize the interactions between individual, group and organization and understand their significance for organizational behavior. • can name and classify key topic areas and theoretical approaches of organizational psychology. • analyze psychological processes in teams and leadership situations – e.g. motivation, conflicts or group dynamics – and reflect on their effects. • apply psychological concepts to specific organizational situations, e.g. in the context of human resource or organizational development processes. • assess the influence of organizational culture on individual and collective performance and derive possible intervention approaches.		
	<u>Organizational Sociology & Change Management /ILV / LV-Nr: BV22 / 5.Semester / ECTS: 2</u> The participants: • can name and classify key characteristics of organizations – membership, purpose and hierarchy. • understand communication and the dynamics of communication patterns as a constitutive feature of organizations. • understand organizations as decision-making systems and recognize the significance of decision premises and structural characteristics (programs, communication channels, personnel). • differentiate the three sides of organizations (formal, informal, display side) and their interplay. • use the meta-structure matrix to structure and interpret organizational dynamics and their management, especially in change projects. • recognize organizational paradoxes and side effects and reflect on their significance from a systems-theory perspective.		
Course contents	<u>Organizational Psychology & Organizational Culture /ILV / LV-Nr: BV21 / 5.Semester / ECTS: 2</u> • Fundamentals of organizational psychology and an overview of key organizational theories • Psychological perspectives on leadership, teamwork and conflict behavior • Motivation, job satisfaction and individual performance in organizations • The influence of organizational climate and organizational culture on behavior and collaboration • Psychological aspects of change processes (e.g. resistance, acceptance, resilience)		
	<u>Organizational Sociology & Change Management /ILV / LV-Nr: BV22 / 5.Semester / ECTS: 2</u> • Key characteristics of organizations (membership, purpose, hierarchy) • Decisions and decision premises • The three sides of organizations (the formal side, the informal side and the display side) • Structural characteristics of organizations (programs, communication channels, personnel) • The meta-structure matrix of organizations • Organizational development and change • Paradoxes and side effects		
Teaching and learning methods	<u>Organizational Psychology & Organizational Culture /ILV / LV-Nr: BV21 / 5.Semester / ECTS: 2</u>		

Evaluation Methods Criteria	Blended learning
	<u>Organizational Sociology & Change Management /ILV / LV-Nr: BV22 / 5.Semester / ECTS: 2</u>
	Blended learning
	<u>Organizational Psychology & Organizational Culture /ILV / LV-Nr: BV21 / 5.Semester / ECTS: 2</u>
	Portfolio assessment
	<u>Organizational Sociology & Change Management /ILV / LV-Nr: BV22 / 5.Semester / ECTS: 2</u>
	Portfolio assessment

Module number:	Management in Practice	Scope:	
BV.MP		7	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management full-time		
Position in the curriculum	5. Semester		
Level	5. Semester: First study cycle, Bachelor		
Previous knowledge	5. Semester: Agile Project Management & Practical Project I / 5. Semester: none		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Practical Project 2 /PT / LV-Nr: BV23 / 5.Semester / ECTS: 4</u> References based on the assignment • Dietrich, Peter (2019): Die SWOT-Analyse. Wirksame Analysen und Lösungen entwickeln. FH Kufstein Tirol. Kufstein (improve - Praxisletter, 24). • Dietrich, Peter (2023): Das Strategische Konzept. Durchdacht planen und nachvollziehbar entscheiden. FH Kufstein Tirol. Kufstein (improve - Praxisletter, 47). • Stöger, Roman: Wirksames Projektmanagement. Schäffer-Poeschel (in der aktuellen Auflage) • Trojan, Alexander; Trost, Alexander: Praxisorientierte Wirtschaftswissenschaften: Projekte, Fallstudien und Transferaufgaben; Schäffer-Poeschel (in der aktuellen Auflage)		
	<u>Business Simulation Game /UE / LV-Nr: BV24 / 5.Semester / ECTS: 1</u> Hall, William: Shift: Using Business Simulations and Serious Games: a Straightforward Guide for Corporate Training and Development. Createspace Independent Pub (latest edition)		
	<u>Theory & Practice Transfer /UE / LV-Nr: BV25 / 5.Semester / ECTS: 2</u> To be defined as part of the specific planning of extracurricular activities		
Acquisition of skills	<u>Practical Project 2 /PT / LV-Nr: BV23 / 5.Semester / ECTS: 4</u> The participants: • can independently analyze, structure and work on a practice-relevant question. • apply methods of traditional and agile project management in a targeted way. • transfer the knowledge they have acquired so far to real business situations. • can research relevant information, critically evaluate it and integrate it into finding solutions. • are able to collaborate effectively in a team, coordinate tasks and resolve conflicts constructively. • present and document project results in an audience-appropriate way (in writing and orally). • can accept and give feedback and reflect on their own working process.		
	<u>Business Simulation Game /UE / LV-Nr: BV24 / 5.Semester / ECTS: 1</u> The participants: • can make decisions on the basis of concrete information. • can analyze the business impact of their decisions. • apply theoretical knowledge, business administration models and concepts to decision-making. • learn to work in a team and to accept team decisions. • reflect on their own decisions on the basis of the simulation results.		
	<u>Theory & Practice Transfer /UE / LV-Nr: BV25 / 5.Semester / ECTS: 2</u> The participants: • identify and complete suitable extracurricular activities that contribute to expanding their subject-specific, methodological and social competencies (in coordination with the program management). • apply theoretically acquired knowledge in various practical contexts and reflect on the experiences gained in the process. • expand their networking skills through contact with other students, institutions and practice partners. • develop initiative by independently implementing projects, contributions or support services within the student community or in a public-interest context. • systematically document and evaluate their extracurricular activities and derive personal learning progress from them.		
Course contents	<u>Practical Project 2 /PT / LV-Nr: BV23 / 5.Semester / ECTS: 4</u> • Project management and problem-solving strategies • Practice-relevant analysis and handling of business questions • Interdisciplinary application of the knowledge acquired • Teamwork and communication • Practical relevance and cooperation with companies		
	<u>Business Simulation Game /UE / LV-Nr: BV24 / 5.Semester / ECTS: 1</u>		

	• Business functions (production, marketing, logistics, supply chain management) • Market analyses and market developments • Use of analytical tools (SWOT, benchmarking, cost and contribution-margin analysis) • Development of strategies • Controlling and key performance indicators
	<u>Theory & Practice Transfer /UE / LV-Nr: BV25 / 5.Semester / ECTS: 2</u> • Overview of the options for extracurricular activities and their potential for studies, career and personal development. • Reflection on and transfer of theoretical knowledge into practical fields of action. • Exchange and discussion of best practices from a variety of formats (e.g. specialist events, student initiatives, non-profit projects).

Course contents	• Guidance on and feedback about individual learning and development paths throughout the course of study.
Teaching and learning methods	<u>Practical Project 2 /PT / LV-Nr: BV23 / 5.Semester / ECTS: 4</u> Blended learning
	<u>Business Simulation Game /UE / LV-Nr: BV24 / 5.Semester / ECTS: 1</u> Blended learning
	<u>Theory & Practice Transfer /UE / LV-Nr: BV25 / 5.Semester / ECTS: 2</u> Blended learning
Evaluation Methods Criteria	<u>Practical Project 2 /PT / LV-Nr: BV23 / 5.Semester / ECTS: 4</u> Portfolio assessment
	<u>Business Simulation Game /UE / LV-Nr: BV24 / 5.Semester / ECTS: 1</u> Portfolio assessment
	<u>Theory & Practice Transfer /UE / LV-Nr: BV25 / 5.Semester / ECTS: 2</u> Portfolio assessment

Module number:	International Business Strategy	Scope:	
BV.IBS		12	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management full-time		
Position in the curriculum	5. Semester		
Level	5. Semester: First study cycle, Bachelor		
Previous knowledge	5. Semester: none / 5. Semester: Political Economics & Public Institutions		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>International & Environmental Economics /ILV / LV-Nr: BV26 / 5.Semester / ECTS: 3</u> • The CORE Team: The Economy: Economics for a Changing World. Oxford University Press (latest edition) • Krugman, Paul; Obstfeld, Maurice; Melitz, Marc: International Economics: Theory and Policy, Global Edition. Pearson (latest edition) • Mankiw, Greg: Economics. Cengage Learning EMEA (latest edition)		
	<u>Finance & Investment /ILV / LV-Nr: BV27 / 5.Semester / ECTS: 3</u> • Berk, Jonathan; DeMarzo, Peter: Corporate Finance. Pearson (latest edition), chapters 3-7		
	<u>European Business Law /ILV / LV-Nr: BV28 / 5.Semester / ECTS: 3</u> • Krenn, C.; Holoubek, M.: Grundzüge des Europarechts, Facultas Verlag (aktuelle Aufl.) • Müller-Graff, P.-C.: Europäisches Wirtschaftsrecht, Nomos Verlag (aktuelle Aufl.) • Craig, P. / de Búrca, G.: EU Law: Text, Cases, and Materials, Oxford University Press (aktuelle Aufl.) • Ausgewählte aktuelle Rechtsprechung des EuGH • 1-2 Fachartikel		
	<u>International Market Entry & Business Development /ILV / LV-Nr: BV29 / 5.Semester / ECTS: 3</u> • Hill, C. W. L. & Hult, G. T. M: International Business – Competing in the Global Marketplace, McGraw Hill (latest edition) • 1-2 aktuelle Artikel aus Fachzeitschriften		
Acquisition of skills	<u>International & Environmental Economics /ILV / LV-Nr: BV26 / 5.Semester / ECTS: 3</u> The participants: • can identify the increasing integration of the world economy as globalization and explain historical developments. • can analyze the drivers of international trade within the framework of models and relate them to current developments. • discuss the limitations of markets and examine the causes of market failure and environmental pollution. • understand the significance of sustainability for business models. • name the components of sustainability strategies for companies and interpret their effects on operational resilience.		
	<u>Finance & Investment /ILV / LV-Nr: BV27 / 5.Semester / ECTS: 3</u> The participants: • learn the relationships between macroeconomic changes such as interest-rate changes and their effects on the economy. • become familiar with financial principles and deepen their knowledge of corporate bonds. • expand their financial knowledge, in particular regarding the valuation of projects using current investment appraisal methods such as net present value, the internal rate of return, etc. • are able to carry out an initial project appraisal using the subject-specific and methodological knowledge they have acquired so far.		
	<u>European Business Law /ILV / LV-Nr: BV28 / 5.Semester / ECTS: 3</u>		

	The participants: • understand the fundamentals of European law. • can explain basic principles and place matters within the structures of European business law. • can explain the four fundamental freedoms of the single market and analyze their practical significance for companies. • can explain the role of the EU institutions in developing and implementing business-law regulations. • are able to identify legal risks within the European economic area and take them into account in business decisions. • can analyze decisions of the ECJ and reflect on their significance for legal practice.
Course contents	<u>International Market Entry & Business Development /ILV / LV-Nr: BV29 / 5.Semester / ECTS: 3</u> The participants: • understand the concept of internationalization and globalization. • analyze internationalization as a process-based sequence. • apply various theories and models of internationalization. • identify and assess motives and drivers of internationalization. • differentiate various forms of market entry. • critically evaluate market selection, location choice and country risk analyses. • recognize and critically discuss challenges of internationalization in practice. <u>International & Environmental Economics /ILV / LV-Nr: BV26 / 5.Semester / ECTS: 3</u> • Classical and modern trade theories • Agglomeration advantages and location choice • Welfare effects of tariffs and trade quotas • Globalization and global supply chains

Course contents	• The sustainability of business models and the resilience of companies • Corporate social responsibility and environmental social governance
	<u>Finance & Investment /ILV / LV-Nr: BV27 / 5.Semester / ECTS: 3</u> • The influence of interest-rate developments on companies and their financing and investment decisions • Investment appraisal methods, in particular discounting methods such as net present value, calculation of the internal rate of return, etc. • Types of bonds and how they are valued • Fundamental knowledge of shares
	<u>European Business Law /ILV / LV-Nr: BV28 / 5.Semester / ECTS: 3</u> • Introduction to the European legal system • The relevance of law in international business transactions • Fundamentals and principles of European business law • The institutions of the EU and their significance for business law (ECJ, Commission, Council, Parliament) • The single market: fundamental freedoms (free movement of goods, persons, services and capital) • EU trade policy and international agreements • Current topics in European law • The effects of EU law on companies and business strategies
	<u>International Market Entry & Business Development /ILV / LV-Nr: BV29 / 5.Semester / ECTS: 3</u> • The concept of internationalization and globalization • Internationalization as a process • Theories and models of internationalization (Uppsala model, sprinkler model, etc.) • Motives and drivers of internationalization • Forms of market entry (indirect/direct export, licensing, joint ventures, wholly owned subsidiaries) • Market selection, location choice and country risk analyses (economic, political, legal/institutional) • Planning international expansion (timing of market entries, sequencing of internationalization steps, etc.) • Differences between multinational enterprises (MNEs) and SMEs, in particular market-entry decisions under limited financial, human and organizational resources • Challenges of internationalization and reverse internationalization
Teaching and learning methods	<u>International & Environmental Economics /ILV / LV-Nr: BV26 / 5.Semester / ECTS: 3</u> Blended learning
	<u>Finance & Investment /ILV / LV-Nr: BV27 / 5.Semester / ECTS: 3</u> Blended learning
	<u>European Business Law /ILV / LV-Nr: BV28 / 5.Semester / ECTS: 3</u> Blended learning
	<u>International Market Entry & Business Development /ILV / LV-Nr: BV29 / 5.Semester / ECTS: 3</u> Blended learning
Evaluation Methods Criteria	<u>International & Environmental Economics /ILV / LV-Nr: BV26 / 5.Semester / ECTS: 3</u> Portfolio assessment
	<u>Finance & Investment /ILV / LV-Nr: BV27 / 5.Semester / ECTS: 3</u> Portfolio assessment
	<u>European Business Law /ILV / LV-Nr: BV28 / 5.Semester / ECTS: 3</u> Portfolio assessment
	<u>International Market Entry & Business Development /ILV / LV-Nr: BV29 / 5.Semester / ECTS: 3</u> Portfolio assessment

Module number:	Thesis Lab: Planing Research	Scope:	
BV.TPR		7	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management full-time		
Position in the curriculum	5. Semester		
Level	5. Semester: First study cycle, Bachelor		
Previous knowledge	5. Semester: none / 5. Semester: None / 5. Semester: Scientific Topics in IBM		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Market Research & Customer Insights /ILV / LV-Nr: BV30 / 5.Semester / ECTS: 3</u> • Backhaus, K.; Erichson, B.; Gensler, S. (2025): Multivariate Analysemethoden. Eine anwendungsorientierte Einführung. 18. Auflage, Springer. • Mooi, E.; Sarstedt, M. (2019): A Concise Guide to Market Research. The Process, Data, and Methods Using IBM SPSS Statistics. 3. Auflage, Springer. • Häder, M. (2021): Empirische Sozialforschung. Eine Einführung. 4. Auflage, Springer VS. • Buber, R.; Holzmüller, H.H. (Hrsg.) (2019): Qualitative Marktforschung. Konzepte – Methoden – Analysen. 2. Auflage, Springer Gabler.		
	<u>Academic Working Methods /ILV / LV-Nr: BV31 / 5.Semester / ECTS: 1</u> • Ebster, Claus; Stalzer, Lieselotte.: Wissenschaftliches Arbeiten für Wirtschafts- und Sozialwissenschaftler. UTB (in der aktuellen Auflage) • Buck, Isabella: Wissenschaftliches Schreiben mit KI. UTB • 1-2 aktuelle Aufsätze aus Fachzeitschriften		
	<u>BA Camp /SE / LV-Nr: BV32 / 5.Semester / ECTS: 1</u> • Ebster, Claus; Stalzer, Lieselotte.: Wissenschaftliches Arbeiten für Wirtschafts- und Sozialwissenschaftler. UTB (in der aktuellen Auflage) • Nicol, Natascha; Albrecht, Rolf: Wissenschaftliches Arbeiten mit Word. Addison Wesley (in der aktuellen Auflage) • Sowie Literatur in Abhängigkeit vom gewählten Thema der Bachelorarbeit und der gewählten Methode		
	<u>Scientific Topics in International Business Management /SE / LV-Nr: BV33 / 5.Semester / ECTS: 2</u> • Krugman, Paul R. et al.: Internationale Wirtschaft. Pearson (in der aktuellen Auflage) • Artikel aus Fachzeitschriften, Journals und Handbüchern		
Acquisition of skills	<u>Market Research & Customer Insights /ILV / LV-Nr: BV30 / 5.Semester / ECTS: 3</u> The participants: • classify the role of market research within the marketing context. • design questionnaires independently and implement them digitally. • apply quantitative and qualitative market research methods. • apply linear regression and contingency analysis in practice. • interpret and present analysis results. • can carry out a market research project independently.		
	<u>Academic Working Methods /ILV / LV-Nr: BV31 / 5.Semester / ECTS: 1</u> The participants: • have a basic understanding of the necessity of science, research and publishing within the academic world. • understand how to determine the state of research on a particular topic. • can formulate research questions clearly and appropriately for the topic. • are familiar with various methods for answering research questions and can select the one relevant to the topic. • have an overview of where to research which specialist literature, how to evaluate it and how to use it appropriately in the text (critical reflection, citation style). • possess the knowledge to produce an academic paper of medium complexity and manageable scope in accordance with the prescribed formal requirements.		
	<u>BA Camp /SE / LV-Nr: BV32 / 5.Semester / ECTS: 1</u> The participants: • can identify a suitable topic for their master's thesis and narrow it down to a manageable scope. • are able to define a suitable objective, research question and method. • can prepare and present their ideas in a readily understandable way. • are able to critically discuss and reflect on their own ideas and those of their fellow students against the background of the academic state of the art, and thereby develop them further.		

	<u>Scientific Topics in International Business Management /SE / LV-Nr: BV33 / 5.Semester / ECTS: 2</u> The participants: • can reflect on academic and methodological fundamentals and apply them to developing their own research question. • are able to identify relevant topic areas within the field and critically assess their suitability for a bachelor's thesis. • distinguish between academic work and practice-oriented concepts and understand their respective requirements. • recognize the significance of academic research and methodological rigor for analyzing problems in academic and professional contexts. • prepare a presentation in order to present and discuss their research idea, including the research design, for their bachelor's thesis as part of the BA Camp.
Course contents	<u>Market Research & Customer Insights /ILV / LV-Nr: BV30 / 5.Semester / ECTS: 3</u> • The role of market research and its position within the marketing process • Planning and conducting market research projects

Course contents	• Designing and programming questionnaires • Data collection and preparation • Selected qualitative and quantitative analysis methods • Interpretation and presentation of results • Practical relevance and case studies
	<u>Academic Working Methods /ILV / LV-Nr: BV31 / 5.Semester / ECTS: 1</u> • Special features, rules and fundamentals of science and academic work • Epistemological and methodological fundamentals of academic research • Overview of quantitative (observation, survey, content analysis, experiment) and qualitative methods • Appropriate use of AI when producing an academic paper • Overview of databases and other options for finding literature sources
	<u>BA Camp /SE / LV-Nr: BV32 / 5.Semester / ECTS: 1</u> • Topic development and preparation in the form of a poster and a proposal • Presentation and discussion of a poster in small groups • Creation of a poster and a proposal
	<u>Scientific Topics in International Business Management /SE / LV-Nr: BV33 / 5.Semester / ECTS: 2</u> • Review and deepening of key principles of academic work (methodology, research logic, working with sources). • Overview of current topics, research trends and practice-oriented questions in the field of International Business Management. • Distinction: academic thesis vs. practical concepts/projects. • Methods for finding and narrowing down a topic (from interests to a precise research question). • Development of a theoretical basis and methodological approach for your own bachelor's thesis.
Teaching and learning methods	<u>Market Research & Customer Insights /ILV / LV-Nr: BV30 / 5.Semester / ECTS: 3</u> Blended learning
	<u>Academic Working Methods /ILV / LV-Nr: BV31 / 5.Semester / ECTS: 1</u> Blended learning
	<u>BA Camp /SE / LV-Nr: BV32 / 5.Semester / ECTS: 1</u> Blended learning
	<u>Scientific Topics in International Business Management /SE / LV-Nr: BV33 / 5.Semester / ECTS: 2</u> Blended learning
Evaluation Methods Criteria	<u>Market Research & Customer Insights /ILV / LV-Nr: BV30 / 5.Semester / ECTS: 3</u> Portfolio assessment
	<u>Academic Working Methods /ILV / LV-Nr: BV31 / 5.Semester / ECTS: 1</u> Portfolio assessment
	<u>BA Camp /SE / LV-Nr: BV32 / 5.Semester / ECTS: 1</u> Portfolio assessment
	<u>Scientific Topics in International Business Management /SE / LV-Nr: BV33 / 5.Semester / ECTS: 2</u> Portfolio assessment

Module number:	Applied Business Practice	Scope:	
BV.ABP		20	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management full-time		
Position in the curriculum	6. Semester		
Level	6. Semester: First study cycle, Bachelor		
Previous knowledge	6. Semester: All courses of the previous semesters as specified in the curriculum		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Work Placement /BPR / LV-Nr: BV34 / 6.Semester / ECTS: 20</u> • Adam, B.; Der clevere Praktikumsführer: Recherche, Bewerbung, Organisation. Redline Verlag • Brokemper, P.: Richtig beginnen in Ausbildung und Praktikum. Verlag an der Ruhr (in der aktuellen Auflage) • Langlotz: Praktikum erfolgreich! Von der ersten Idee über die richtige Bewerbung bis zum wertvollen Arbeitszeugnis und darüber hinaus. CPI books (in der aktuellen Auflage)		
Acquisition of skills	<u>Work Placement /BPR / LV-Nr: BV34 / 6.Semester / ECTS: 20</u> The participants: • apply the acquired knowledge in practice. • understand processes in the professional environment. • solve problems in professional projects and implement the solutions developed. • independently develop arguments, solutions to problems and strategies and refine them.		
Course contents	<u>Work Placement /BPR / LV-Nr: BV34 / 6.Semester / ECTS: 20</u> The course content depends on the activities that students carry out at the host organization. Students select a placement position independently. In doing so, they can draw on the extensive range of placement listings provided by Kufstein University of Applied Sciences Tyrol. The program management reviews whether the placement activities are professionally aligned with the study content and the qualification profiles of the program. Following this, the program management checks whether the work placement corresponds to the educational objectives of the program and whether the student can be deployed in line with their qualification level. A detailed placement guide supports students in organizing their practical semester. A minimum of 500 working hours in full-time employment must be completed.		
Teaching and learning methods	<u>Work Placement /BPR / LV-Nr: BV34 / 6.Semester / ECTS: 20</u> Professional practice		
Evaluation Methods Criteria	<u>Work Placement /BPR / LV-Nr: BV34 / 6.Semester / ECTS: 20</u> Portfolio assessment		

Module number:	Thesis Lab: Research in Action	Scope:	
BV.TRA		10	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management full-time		
Position in the curriculum	6. Semester		
Level	6. Semester: First study cycle, Bachelor		
Previous knowledge	6. Semester: none / 6. Semester: none		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Bachelor's Thesis Seminar /SE / LV-Nr: BV35 / 6.Semester / ECTS: 4</u> • Ebster, Claus; Stalzer, Lieselotte.: Wissenschaftliches Arbeiten für Wirtschafts- und Sozialwissenschaftler. UTB (in der aktuellen Auflage) • Nicol, Natascha; Albrecht, Rolf: Wissenschaftliches Arbeiten mit Word. Addison Wesley (in der aktuellen Auflage) • Sowie Literatur in Abhängigkeit vom gewählten Thema der Bachelorarbeit und der gewählten Methode		
	<u>Bachelor's Thesis /SE / LV-Nr: BV36 / 6.Semester / ECTS: 6</u> • Ebster, Claus; Stalzer, Lieselotte.: Wissenschaftliches Arbeiten für Wirtschafts- und Sozialwissenschaftler. UTB (in der aktuellen Auflage) • Nicol, Natascha; Albrecht, Rolf: Wissenschaftliches Arbeiten mit Word. Addison Wesley (in der aktuellen Auflage) • Sowie Literatur in Abhängigkeit vom gewählten Thema der Bachelorarbeit und der gewählten Methode		
Acquisition of skills	<u>Bachelor's Thesis Seminar /SE / LV-Nr: BV35 / 6.Semester / ECTS: 4</u> The participants: • are able to organize the entire working and development process independently. • are able to independently review, prepare and learn knowledge and insights from the cross-links between the study contents in preparation for the final bachelor's examination.		
	<u>Bachelor's Thesis /SE / LV-Nr: BV36 / 6.Semester / ECTS: 6</u> The participants: • are able to independently collect, interpret and critically reflect on data using a self-selected academic methodology, and in doing so to develop and refine arguments and solutions to problems. • can present results comprehensibly and in accordance with academic standards within the bachelor's thesis. • are able to organize the entire working and development process independently.		
Course contents	<u>Bachelor's Thesis Seminar /SE / LV-Nr: BV35 / 6.Semester / ECTS: 4</u> • Deepening of academic working methods with regard to developing and implementing a research design and structuring the working process. • Regular meetings on the current status and progress of the bachelor's thesis with the accompanying academic supervision • Information on the board bachelor's examination		
	<u>Bachelor's Thesis /SE / LV-Nr: BV36 / 6.Semester / ECTS: 6</u> • Individual content-related support in developing, narrowing down and structuring the bachelor's thesis topic • Arranging and holding supervision meetings as needed for reflecting on the progress of the work from a subject-specific and methodological perspective • Discussion of and feedback on the state of the work, the academic approach and the formal requirements of the bachelor's thesis		
Teaching and learning methods	<u>Bachelor's Thesis Seminar /SE / LV-Nr: BV35 / 6.Semester / ECTS: 4</u> Blended learning		
	<u>Bachelor's Thesis /SE / LV-Nr: BV36 / 6.Semester / ECTS: 6</u> Blended learning		
Evaluation Methods Criteria	<u>Bachelor's Thesis Seminar /SE / LV-Nr: BV35 / 6.Semester / ECTS: 4</u> Bachelor's Thesis		
	<u>Bachelor's Thesis /SE / LV-Nr: BV36 / 6.Semester / ECTS: 6</u> Bachelor's Thesis		

2.3.2 Module descriptions part-time

Module number:	Applied Business Mathematics	Scope:	
BB.ABM		5	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management part-time		
Position in the curriculum	1. Semester		
Level	1. Semester: 1st study cycle, Bachelor		
Previous knowledge	1. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Applied Business Mathematics /ILV / LV-Nr: BB07 / 1.Semester / ECTS: 5</u> • Von Blanckenburg, Korbinian; Mathematik in der BWL: Anwendungsorientiert und verständlich. Vahlen (in der aktuellen Auflage) • Sydsaeter, Knut; Hammond; Peter; Strom, Arne: Mathematik für Wirtschaftswissenschaftler: Basiswissen mit Praxisbezug. Pearson Studium (in der aktuellen Auflage) • Christiaans, Thomas; Ross, Matthias: Wirtschaftsmathematik für das Bachelor-Studium. Springer Gabler (in der aktuellen Auflage)		
Acquisition of skills	<u>Applied Business Mathematics /ILV / LV-Nr: BB07 / 1.Semester / ECTS: 5</u> The participants: • can explain the fundamentals of financial mathematical expressions and derive them using instruments of exponential calculation. • can independently solve basic business and financial mathematics problems. • can apply mathematical methods of differential calculus to economic questions. • use mathematical expressions as a basis for statistical data analyses. • use the MS Excel software package for analyzing and visualizing mathematical problems. • can implement optimization problems based on multivariate functions and represent them using suitable software.		
Course contents	<u>Applied Business Mathematics /ILV / LV-Nr: BB07 / 1.Semester / ECTS: 5</u> • Linear and quadratic functions • Basic financial mathematics • Differential calculus • Systems of linear equations • Analysis of functions with two or more variables • Optimization under constraints using the Lagrange function		
Teaching and learning methods	<u>Applied Business Mathematics /ILV / LV-Nr: BB07 / 1.Semester / ECTS: 5</u> Blended learning		
Evaluation Methods Criteria	<u>Applied Business Mathematics /ILV / LV-Nr: BB07 / 1.Semester / ECTS: 5</u> Portfolio assessment		

Module number:	Business English 1	Scope:	
BB.BE1		6	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management part-time		
Position in the curriculum	1. Semester		
Level	1. Semester: B2-C1+ (CEFR - Common European Framework of Reference for Languages)		
Previous knowledge	1. Semester: Business English for academic and professional purposes at level B2+/C1 with a target of C1: level B2 or English advanced course/English preparatory course		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Business English 1 /ILV / LV-Nr: BB08 / 1.Semester / ECTS: 6</u> Course materials – as agreed; authentic materials, e.g., from English-language magazines (including academic journals), newspapers, and online media		
Acquisition of skills	<u>Business English 1 /ILV / LV-Nr: BB08 / 1.Semester / ECTS: 6</u> The participants: • (B2 – Independent language use) Can understand the main content of complex texts on both concrete and abstract topics; in one's own field of expertise, also understands specialist discussions. Can communicate spontaneously and fluently enough to make normal conversation with native speakers quite possible without noticeable strain for either party. Can express oneself clearly and in detail on a wide range of subjects, explain a viewpoint on a topical issue, and give the advantages and disadvantages of various options. • (C1 – Proficient language use) Can understand a wide range of demanding, longer texts and grasp implicit meaning. • (C1 – Proficient language use) Can express oneself spontaneously and fluently without having to search obviously for words, and can use the language effectively and flexibly in social and professional life or in education and study. • (C1 – Proficient language use) Can express oneself clearly, in a well-structured and detailed way on complex matters, using various cohesive devices appropriately. • (C2 – Near-native proficiency) Can understand virtually everything read or heard with ease. • (C2 – Near-native proficiency) Can summarize information from various written and spoken sources, reconstructing arguments and explanations in a coherent presentation. • (C2 – Near-native proficiency) Can express oneself spontaneously, very fluently and precisely, conveying finer shades of meaning even in more complex situations.		
Course contents	<u>Business English 1 /ILV / LV-Nr: BB08 / 1.Semester / ECTS: 6</u> B2 – Independent language use Understand and express the main content of complex texts on both concrete and abstract topics in academic and business contexts; take part in specialist discussions in one's own field of expertise. Communicate spontaneously and fluently enough to make normal conversation with native speakers quite possible without noticeable strain for either party. Express oneself clearly and in detail on a wide range of subjects, explain a viewpoint on a topical issue, and give the advantages and disadvantages of various options. C1 – Proficient language use Understand a wide range of demanding, longer texts and grasp implicit meaning. Use the language effectively and flexibly in academic and business contexts and express oneself spontaneously and fluently without having to search obviously for words. Express oneself clearly, in a well-structured and detailed way on complex matters, using cohesive devices appropriately. C2 – Near-native proficiency Communicate effortlessly in all language situations. Summarize information from various written and spoken sources, reconstructing arguments and explanations in a coherent presentation. Express oneself spontaneously, very fluently and precisely, conveying finer shades of meaning even in more complex situations.		
Teaching and learning methods	<u>Business English 1 /ILV / LV-Nr: BB08 / 1.Semester / ECTS: 6</u> Integrative course based on a communicative, action-oriented approach		
Evaluation Methods Criteria	<u>Business English 1 /ILV / LV-Nr: BB08 / 1.Semester / ECTS: 6</u> Portfolio assessment		

Module number:	Communication & Teamwork	Scope:	
BB.CT		8	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management part-time		
Position in the curriculum	1. Semester		
Level	1. Semester: 1st study cycle, Bachelor		
Previous knowledge	1. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Team Building & Teamwork /UE / LV-Nr: BB01 / 1.Semester / ECTS: 2</u> • Bender, Susanne: Teamentwicklung: Der effektive Weg zum „Wir“. (Dtv (in der aktuellen Auflage) • Brandl, Peter: Kommunikation. Gabal (in der aktuellen Auflage) • Dietrich, Peter (2022): Wirksame Teams. Arbeitsteilung effektiv machen und Leistungsfähigkeit steigern. Fachhochschule Kufstein Tirol. Kufstein (improve - Praxisletter, 41)		
	<u>Communication & Presentation Techniques /UE / LV-Nr: BB02 / 1.Semester / ECTS: 3</u> • Brandl, Peter: Kommunikation. Gabal (in der aktuellen Auflage) • Dall, Martin: Sicher präsentieren – wirksamer vortragen. Redline (in der aktuellen Auflage) • Dietrich, Peter (2020): Die neue "Remote-Welt". Erfolgreich im Distance-Zeitalter kommunizieren. Fachhochschule Kufstein Tirol. Kufstein (improve - Praxisletter, 27). • Herrmann, Markus; Hoppmann, Michael; Stölzgen, Karsten; Taramann, Jasmin: Schlüsselkompetenz Argumentation. Schöningh (in der aktuellen Auflage)		
	<u>Cross Cultural Management /ILV / LV-Nr: BB03 / 1.Semester / ECTS: 3</u> • Hofstede, G.; Hofstede, G. J.; Minkov, M.: Cultures and Organizations. McGraw-Hill (latest edition) • Mead, R.; Andrews, T. G.: International Management. Wiley-Blackwell (latest edition) • Thomas, D. C.; Peterson, M.F.: Cross-Cultural Management. Sage (latest edition) • Trompenaars, Fons; Hampden-Turner, Charles: Riding the waves of culture. Nicholas Brealey Publishing (latest edition)		
Acquisition of skills	<u>Team Building & Teamwork /UE / LV-Nr: BB01 / 1.Semester / ECTS: 2</u> The participants: • can formulate, reflect on, and adjust their personal goals and working styles in a team context • develop the ability to find their bearings in their new role at the university, understand institutional framework conditions, and assess expectations and requirements in a reflective and realistic way • apply the concepts of team phases according to Tuckman and team roles according to Belbin to their own team and cohort development • can translate abstract values (e.g., openness, transparency, communication) into concrete behaviors and apply them in everyday life • develop initiatives and concrete measures that foster constructive and inclusive interaction within the cohort in the long term • analyze individual and organizational factors influencing work-life balance and derive appropriate, situation-specific actions for regulating their own workload • assess gender-related inequalities in work and learning contexts and develop measures to promote non-discriminatory, gender-inclusive collaboration		
	<u>Communication & Presentation Techniques /UE / LV-Nr: BB02 / 1.Semester / ECTS: 3</u> The participants: • understand the basic concepts of communication processes and are able to deliberately apply the content and relationship aspects of human communication. • have practical knowledge for preparing and delivering professional presentations. • can plan, structure, and professionally present presentation topics to a specialist audience using different media. • are aware of the specifics of pitch situations and can act successfully in them. • can defend the presented content discursively. • are able to critically reflect on and evaluate the presentation performance of fellow students.		
	<u>Cross Cultural Management /ILV / LV-Nr: BB03 / 1.Semester / ECTS: 3</u> The participants: • can recognize the relevance of intercultural management for international companies and organizations. • can develop intercultural competences and the ability to reflect in intercultural interactions. • can recognize intercultural dynamics and understand their influence on management and organization. • can develop solution approaches for challenges in global collaboration.		
Course contents	<u>Team Building & Teamwork /UE / LV-Nr: BB01 / 1.Semester / ECTS: 2</u>		

	• Understanding of one's role, expectations, and requirements placed on students. • Getting to know and reflecting on personal goals, strengths, and working styles. • Fundamentals of collaboration: appreciation, trust, communication. • Models and methods for analyzing workload and resources (work-life balance) • Mechanisms of gender roles, bias, and structural disadvantage, as well as practical approaches to gender-inclusive design of work and learning environments • Introduction to the concepts of team phases (Tuckman) and team roles (Belbin) as a basis for developing the cohort team. • Development of joint initiatives and concrete measures to foster an inclusive team and cohort culture.
	<u>Communication & Presentation Techniques /UE / LV-Nr: BB02 / 1.Semester / ECTS: 3</u> • The 5 axioms of communication, the message and value square • Theoretical introduction to presentation and argumentation techniques (in person and remote) • Application of the content covered • Feedback on and reflection on one's own presentation performance (individually and in the group) and on the

Course contents	performance of fellow students
	<u>Cross Cultural Management /ILV / LV-Nr: BB03 / 1.Semester / ECTS: 3</u> • Fundamentals of intercultural management • Developing the concept of culture • Culture as a dynamic, context-dependent concept • Overview of key cultural theories and intercultural models (Hofstede, Trompenaars, GLOBE study, etc.) • Importance of cultural differences in globalized markets • Cultural dimensions in organizations (decision-making, leadership styles, negotiation culture, and conflict management)
Teaching and learning methods	<u>Team Building & Teamwork /UE / LV-Nr: BB01 / 1.Semester / ECTS: 2</u> Blended learning
	<u>Communication & Presentation Techniques /UE / LV-Nr: BB02 / 1.Semester / ECTS: 3</u> Blended learning
	<u>Cross Cultural Management /ILV / LV-Nr: BB03 / 1.Semester / ECTS: 3</u> Blended learning
Evaluation Methods Criteria	<u>Team Building & Teamwork /UE / LV-Nr: BB01 / 1.Semester / ECTS: 2</u> Portfolio assessment
	<u>Communication & Presentation Techniques /UE / LV-Nr: BB02 / 1.Semester / ECTS: 3</u> Portfolio assessment
	<u>Cross Cultural Management /ILV / LV-Nr: BB03 / 1.Semester / ECTS: 3</u> Portfolio

Module number:	Smart Business & AI: Fundamentals	Scope:	
BB.SBF		11	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management part-time		
Position in the curriculum	1. Semester		
Level	1. Semester: 1st study cycle, Bachelor		
Previous knowledge	1. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Introduction to Business Administration /ILV / LV-Nr: BB04 / 1.Semester / ECTS: 3</u> • Vahs, Dietmar; Schäfer-Kunz, Jan: Einführung in die Betriebswirtschaftslehre. Schäffer-Poeschel (in der aktuellen Auflage) • 1-2 Aufsätze aus Fachzeitschriften		
	<u>Digital Transformation & Artificial Intelligence 1: Basics & Tools /ILV / LV-Nr: BB05 / 1.Semester / ECTS: 4</u> • Stief, Sebastian; Rücker, Sebastian (Hrsg.): Digitale Transformation: Geschäftsmodelle, Erfolgsfaktoren, Best Practices; Springer Gabler (in der aktuellen Auflage) • Gassmann, Oliver; Böhm, Johannes; Palmié, Maximilian: Digitale Transformation im Unternehmen gestalten: Geschäftsmodelle, Erfolgsfaktoren, Best Practices; Hanser Verlag (in der aktuellen Auflage) • Porter, Michael E.; Heppelmann, James E.: Wie smarte Produkte Unternehmen verändern; Harvard Business Manager, 12/2015 • Bouncken, Ricarda; Kraus, Sascha; Roig-Dobón, Salvador (Hrsg.): Digital Business Models: Driving Transformation and Innovation; Springer (in der aktuellen Auflage)		
	<u>Accounting & Finance 1: Introduction /ILV / LV-Nr: BB06 / 1.Semester / ECTS: 4</u> • Vahs, D., Schäfer-Kunz, J.: Einführung in die Betriebswirtschaftslehre, Schäffer-Poeschel (aktuelle Aufl.) • Neugebauer, A.: Schritt für Schritt vom Beleg zur Bilanz, Linde (aktuelle Aufl.) • Wolfsgruber, H.: Kostenrechnung und Kostenmanagement, Linde (aktuelle Aufl.)		
Acquisition of skills	<u>Introduction to Business Administration /ILV / LV-Nr: BB04 / 1.Semester / ECTS: 3</u> The participants: • have an overview of the fundamentals of general business administration. • develop an initial overall picture of the most important business administration topics and the corresponding terminology. • have a basic understanding of business processes and interrelationships. • understand the relevance of business administration questions for corporate decisions and place them in practical application examples.		
	<u>Digital Transformation & Artificial Intelligence 1: Basics & Tools /ILV / LV-Nr: BB05 / 1.Semester / ECTS: 4</u> The participants: • are familiar with the fundamentals, concepts, and theories of digitalization. • understand the effects of digitalization on markets, companies, and business functions. • can apply classic business models to digital questions and critically reflect on them. • are able to analyze digital business models and evaluate transformation processes. • analyze digital developments, place them within broader economic contexts, and assess their significance for companies and markets.		
	<u>Accounting & Finance 1: Introduction /ILV / LV-Nr: BB06 / 1.Semester / ECTS: 4</u> The participants: • can understand the fundamentals of accounting. • have an initial overview of the essential components of the annual financial statements and their function. • develop a basic understanding of simple business transactions and essential accounting processes. • possess the basic knowledge for advanced courses in financial reporting and controlling.		
Course contents	<u>Introduction to Business Administration /ILV / LV-Nr: BB04 / 1.Semester / ECTS: 3</u> • Fundamentals and classification of general business administration • Fundamentals of corporate management (organization, human resource management, etc.) • Fundamentals of controlling and cross-connections to accounting and finance • Selected business administration topics (innovation management, strategy development, etc.)		
	<u>Digital Transformation & Artificial Intelligence 1: Basics & Tools /ILV / LV-Nr: BB05 / 1.Semester / ECTS: 4</u>		

	• Introduction, basic concepts, and theories of digitalization • Factors influencing markets and companies • Digital application and implementation methods in a business context • Connection with classic business administration functions • Transformation of markets, industries, and business models • Impact on customers, competitors, and market offerings • Reflection on and adaptation of classic business theories and models
	<u>Accounting & Finance 1: Introduction /ILV / LV-Nr: BB06 / 1.Semester / ECTS: 4</u> • Fundamentals and classification of accounting • Distinction between external and internal accounting • Tasks, functions, and legal foundations of external accounting (Austrian Business Code, UGB) • Introduction to the obligation to keep accounts • Fundamentals of bookkeeping and double-entry bookkeeping

Course contents	• Principles of proper accounting (GoB) • Structure and classification of the balance sheet and income statement under the UGB • Introduction to cost accounting
Teaching and learning methods	<u>Introduction to Business Administration /ILV / LV-Nr: BB04 / 1.Semester / ECTS: 3</u> Blended learning
	<u>Digital Transformation & Artificial Intelligence 1: Basics & Tools /ILV / LV-Nr: BB05 / 1.Semester / ECTS: 4</u> Blended learning
	<u>Accounting & Finance 1: Introduction /ILV / LV-Nr: BB06 / 1.Semester / ECTS: 4</u> Blended learning
Evaluation Methods Criteria	<u>Introduction to Business Administration /ILV / LV-Nr: BB04 / 1.Semester / ECTS: 3</u> Portfolio
	<u>Digital Transformation & Artificial Intelligence 1: Basics & Tools /ILV / LV-Nr: BB05 / 1.Semester / ECTS: 4</u> Portfolio assessment
	<u>Accounting & Finance 1: Introduction /ILV / LV-Nr: BB06 / 1.Semester / ECTS: 4</u> Portfolio assessment

Module number:	Business English 2	Scope:	
BB.BE2		6	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management part-time		
Position in the curriculum	2. Semester		
Level	2. Semester: B2-C1+ (CEFR - Common European Framework of Reference for Languages)		
Previous knowledge	2. Semester: Business English for academic and professional purposes at level B2+/C1 with a target of C1: level B2 or English advanced course/English preparatory course		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Business English 2 /ILV / LV-Nr: BB16 / 2.Semester / ECTS: 6</u> Course materials – as agreed; authentic materials, e.g., from English-language magazines (including academic journals), newspapers, and online media		
Acquisition of skills	<u>Business English 2 /ILV / LV-Nr: BB16 / 2.Semester / ECTS: 6</u> The participants: • (B2 – Independent language use) Can understand the main content of complex texts on both concrete and abstract topics; in one's own field of expertise, also understands specialist discussions. Can communicate spontaneously and fluently enough to make normal conversation with native speakers quite possible without noticeable strain for either party. Can express oneself clearly and in detail on a wide range of subjects, explain a viewpoint on a topical issue, and give the advantages and disadvantages of various options. • (C1 – Proficient language use) Can understand a wide range of demanding, longer texts and grasp implicit meaning. • (C1 – Proficient language use) Can express oneself spontaneously and fluently without having to search obviously for words, and can use the language effectively and flexibly in social and professional life or in education and study. • (C1 – Proficient language use) Can express oneself clearly, in a well-structured and detailed way on complex matters, using various cohesive devices appropriately. • (C2 – Near-native proficiency) Can understand virtually everything read or heard with ease. • (C2 – Near-native proficiency) Can summarize information from various written and spoken sources, reconstructing arguments and explanations in a coherent presentation. • (C2 – Near-native proficiency) Can express oneself spontaneously, very fluently and precisely, conveying finer shades of meaning even in more complex situations.		
Course contents	<u>Business English 2 /ILV / LV-Nr: BB16 / 2.Semester / ECTS: 6</u> B2 – Independent language use Understand and express the main content of complex texts on both concrete and abstract topics in academic and business contexts; take part in specialist discussions in one's own field of expertise. Communicate spontaneously and fluently enough to make normal conversation with native speakers quite possible without noticeable strain for either party. Express oneself clearly and in detail on a wide range of subjects, explain a viewpoint on a topical issue, and give the advantages and disadvantages of various options. C1 – Proficient language use Understand a wide range of demanding, longer texts and grasp implicit meaning. Use the language effectively and flexibly in academic and business contexts and express oneself spontaneously and fluently without having to search obviously for words. Express oneself clearly, in a well-structured and detailed way on complex matters, using cohesive devices appropriately. C2 – Near-native proficiency Communicate effortlessly in all language situations. Summarize information from various written and spoken sources, reconstructing arguments and explanations in a coherent presentation. Express oneself spontaneously, very fluently and precisely, conveying finer shades of meaning even in more complex situations.		
Teaching and learning methods	<u>Business English 2 /ILV / LV-Nr: BB16 / 2.Semester / ECTS: 6</u> Integrative course based on a communicative, action-oriented approach		
Evaluation Methods Criteria	<u>Business English 2 /ILV / LV-Nr: BB16 / 2.Semester / ECTS: 6</u> Portfolio assessment		

Module number:	Applied Financial Analytics	Scope:	
BB.AFA		8	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management part-time		
Position in the curriculum	2. Semester		
Level	2. Semester: 1st study cycle, Bachelor		
Previous knowledge	2. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Applied Business Statistics /ILV / LV-Nr: BB09 / 2.Semester / ECTS: 5</u> • Krickhahn, Thomas; Statistik für Wirtschafts- und Sozialwissenschaftler für Dummies. Wiley-VCH (neueste Ausgabe) • Lübke, Karsten & Vogt, Martin; Angewandte Wirtschaftsstatistik: Daten und Zufall; Springer Gabler (neueste Ausgabe) • Wewel, Max & Blatter, Anja; Statistik im Bachelor-Studium der BWL und VWL: Methoden, Anwendung, Interpretation. Pearson Studium (neueste Ausgabe)		
	<u>Accounting & Finance 2: Financial Reporting /ILV / LV-Nr: BB10 / 2.Semester / ECTS: 3</u> • Vahs, D., Schäfer-Kunz, J.: Einführung in die Betriebswirtschaftslehre, Schäffer-Poeschel (aktuelle Aufl.) • Neugebauer, A.: Schritt für Schritt vom Beleg zur Bilanz, Linde (aktuelle Aufl.) • IFRS Standards (http://www.ifrs.org) • 1-2 aktuelle Fachartikel		
Acquisition of skills	<u>Applied Business Statistics /ILV / LV-Nr: BB09 / 2.Semester / ECTS: 5</u> The participants: • can independently analyze empirical data using suitable statistical methods and interpret the results. • can explain the differences between descriptive and inferential statistics. • can identify key statistical procedures and implement them independently. • can analyze and answer questions from business practice using statistical methods. • can competently use the Microsoft Excel software package for a variety of data analyses and, if needed, fall back on alternative software such as SPSS or R. • can create and interpret concentration measures for analyzing, for example, income inequality.		
	<u>Accounting & Finance 2: Financial Reporting /ILV / LV-Nr: BB10 / 2.Semester / ECTS: 3</u> The participants: • understand the fundamentals of financial reporting. • can name the tasks and components of the annual financial statements. • can analyze and interpret annual financial statements under the UGB. • develop a basic understanding of international financial reporting under IFRS.		
Course contents	<u>Applied Business Statistics /ILV / LV-Nr: BB09 / 2.Semester / ECTS: 5</u> • Basic concepts of statistics • Univariate and multivariate data description • Fundamentals of probability theory and theoretical distributions • Estimation procedures and statistical tests • Software such as MS Excel (in depth) and/or SPSS/R (on an illustrative basis) • Gini coefficient and Herfindahl index		
	<u>Accounting & Finance 2: Financial Reporting /ILV / LV-Nr: BB10 / 2.Semester / ECTS: 3</u> • Deepening of knowledge in external accounting • Tasks, functions, and legal foundations of financial reporting under the UGB • Components of the annual financial statements under the UGB • Structure and classification of the balance sheet • Recognition and measurement of selected balance sheet items • Overview of selected financial reporting regulations • Selected balance sheet ratios for corporate management • Introduction to international financial reporting under IFRS		
Teaching and learning methods	<u>Applied Business Statistics /ILV / LV-Nr: BB09 / 2.Semester / ECTS: 5</u> Blended learning		
	<u>Accounting & Finance 2: Financial Reporting /ILV / LV-Nr: BB10 / 2.Semester / ECTS: 3</u> Blended learning		

Evaluation Methods Criteria	<u>Applied Business Statistics /ILV / LV-Nr: BB09 / 2.Semester / ECTS: 5</u> Portfolio assessment
	<u>Accounting & Finance 2: Financial Reporting /ILV / LV-Nr: BB10 / 2.Semester / ECTS: 3</u> Portfolio assessment

Module number:	People & Law	Scope:	
BB.PL		6	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management part-time		
Position in the curriculum	2. Semester		
Level	2. Semester: 1st study cycle, Bachelor		
Previous knowledge	2. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Human Resource Management & New Work /ILV / LV-Nr: BB14 / 2.Semester / ECTS: 3</u> • Bröckermann, Reiner: Personalwirtschaft, Stuttgart: Schäffer-Poeschel (in der aktuellen Auflage) • Petry, Thorsten; Jäger, Wolfgang (Hrsg.); Digital HR. Haufe (in der aktuellen Auflage) • 1-2 Aufsätze aus Fachzeitschriften		
	<u>Law for Business & Management /ILV / LV-Nr: BB15 / 2.Semester / ECTS: 3</u> • Jung, P.: Handelsrecht, Beck Verlag (aktuelle Aufl.) • Fischer W.; Rosenberger, S.: Wirtschaftsrecht für Studium und Praxis, Linde Verlag (aktuelle Aufl.) • Perner, S.; Spitzer, M.; Kodek, G.: Bürgerliches Recht, Manz Verlag (aktuelle Aufl.) • Barta, H.; Dellinger, D.: Wirtschaftsprivatrecht kompakt, Manz Verlag (aktuelle Aufl.) • 1-2 Fachartikel		
Acquisition of skills	<u>Human Resource Management & New Work /ILV / LV-Nr: BB14 / 2.Semester / ECTS: 3</u> The participants: • know the latest developments in human resource management, HR administration, and the new world(s) of work. • are able to apply classic business concepts and models to the new requirements of HR management and the world of work. • have methods for analyzing and designing HRM and New Work. • develop a sensitivity and active interest in the new topics of HRM and the new worlds of work.		
	<u>Law for Business & Management /ILV / LV-Nr: BB15 / 2.Semester / ECTS: 3</u> The participants: • can classify central legal concepts and functions of law in a business context. • develop a basic understanding of business law questions. • can apply the fundamentals of contract law to simple business cases and name important types of contracts. • understand the fundamentals of civil, company, commercial, and corporate law in order to make an initial legal assessment of business-relevant matters.		
Course contents	<u>Human Resource Management & New Work /ILV / LV-Nr: BB14 / 2.Semester / ECTS: 3</u> • Classic and new approaches in HRM • Trends and changes in the world of work (work processes, work methods, collaboration, leadership, etc.) • Methods for analyzing and designing HR processes and New Work • Case examples and cases on HRM and New Work		
	<u>Law for Business & Management /ILV / LV-Nr: BB15 / 2.Semester / ECTS: 3</u> • Introduction to the Austrian legal system • Basic concepts and functions of law • Structure and sources of law (statutes, regulations, customary law, case law) • Differences between public law and private law • Fundamentals of contract law (formation of contracts, declarations of intent, breaches of performance) • Overview of business-relevant types of contracts • Introduction to company law and commercial law • Overview of corporate law with cross-references to general business administration (legal form, location choice, business combinations, etc.)		
Teaching and learning methods	<u>Human Resource Management & New Work /ILV / LV-Nr: BB14 / 2.Semester / ECTS: 3</u> Blended learning		
	<u>Law for Business & Management /ILV / LV-Nr: BB15 / 2.Semester / ECTS: 3</u> Blended learning		
Evaluation Methods Criteria	<u>Human Resource Management & New Work /ILV / LV-Nr: BB14 / 2.Semester / ECTS: 3</u> Portfolio assessment		
	<u>Law for Business & Management /ILV / LV-Nr: BB15 / 2.Semester / ECTS: 3</u> Portfolio assessment		

Module number:	Advanced Smart Business & AI	Scope:	
BB.ASB		10	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management part-time		
Position in the curriculum	2. Semester		
Level	2. Semester: 1st study cycle, Bachelor		
Previous knowledge	2. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Supply Chain Management /ILV / LV-Nr: BB11 / 2.Semester / ECTS: 3</u> • Chopra, Sunil; Meindl, Peter: Supply Chain Management. Pearson (in der aktuellen Auflage) • Kummer, Sebastian; Grün, Oskar; Jammerneegg, Werner: Grundzüge der Beschaffung, Produktion und Logistik. Pearson (in der aktuellen Auflage) • Werner, H., Supply Chain Management – Grundlagen, Strategien, Instrumente und Controlling, Gabler (in der aktuellen Auflage)		
	<u>Marketing & Customer Experience /ILV / LV-Nr: BB12 / 2.Semester / ECTS: 3</u> • Boone, L. E., et al.: Contemporary Marketing, Cengage (latest edition) • Horster, E.: Customer Experience Management: Wow-Momente in der digitalisierten Welt (latest edition) • Hyken, S.: The Cult of the Customer. Sound Wisdom (latest edition)		
	<u>Digital Transformation & Artificial Intelligence 2: Markets & Companies /ILV / LV-Nr: BB13 / 2.Semester / ECTS: 4</u> • Ebster, Claus; Stalzer, Lieselotte.: Wissenschaftliches Arbeiten für Wirtschafts- und Sozialwissenschaftler. UTB (in der aktuellen Auflage) • Nicol, Natascha; Albrecht, Rolf: Wissenschaftliches Arbeiten mit Word. Addison Wesley (in der aktuellen Auflage) • 1-2 aktuelle Aufsätze aus Fachzeitschriften		
Acquisition of skills	<u>Supply Chain Management /ILV / LV-Nr: BB11 / 2.Semester / ECTS: 3</u> The participants: • know the concepts of production, logistics, and supply chain management. • can apply the concepts to practical examples. • identify problem areas in companies related to supply chain management. • can develop their own solutions in the area of supply chain management. • are able to analyze inventory and warehousing costs in supply chains and identify optimization potential. • can evaluate coordination and control mechanisms in supply chains (e.g., VMI, outsourcing) and assess their effects on efficiency and stability.		
	<u>Marketing & Customer Experience /ILV / LV-Nr: BB12 / 2.Semester / ECTS: 3</u> The participants: • explain the importance of marketing as a customer-oriented mindset. • describe the fundamental concepts of marketing. • explain the elements of the marketing mix for products and services and distinguish between them. • analyze the role of social media and integrated marketing in customer experience management. • explain the importance of customer centricity and apply it to practice-oriented questions by way of example. • develop, plan, and present a marketing and CX strategy for a company by applying academic insights.		
	<u>Digital Transformation & Artificial Intelligence 2: Markets & Companies /ILV / LV-Nr: BB13 / 2.Semester / ECTS: 4</u> The participants: • can explain and critically reflect on the basic concepts, methods, and fields of application of AI. • can assess the opportunities and risks of AI for companies and society. • can apply and adapt classic business models and theories to AI-related questions. • can classify and evaluate AI tools and frameworks in the context of digitalization and business practice. • analyze concrete AI applications and projects in companies and develop proposed solutions. • are able to work independently and in teams on practical problems using AI methods and to communicate the results appropriately for the target audience.		
Course contents	<u>Supply Chain Management /ILV / LV-Nr: BB11 / 2.Semester / ECTS: 3</u>		

	• Production theory, planning, and organization of production • Logistics in the company (procurement, storage, transport) • Inventory management and warehousing costs (including basic ordering models) • Coordination mechanisms, conflicting objectives, and simulations in supply chains (e.g., Beer Game, bullwhip effect) • Key performance indicators and analysis tools in supply chain management (e.g., inventory intensity, warehousing costs, return on investment, cash conversion cycle, ABC and XYZ analysis) as well as basic models for inventory optimization (e.g., economic order quantity)
	<u>Marketing & Customer Experience /ILV / LV-Nr: BB12 / 2.Semester / ECTS: 3</u> • Definition of the terminology of the marketing mix • Differences between the B2B and B2C markets • Market segmentation, positioning, USP • Customer-centric market research • Social media management • Customer experience management • Integrated marketing • Customer journey mapping • Touchpoint management

Course contents	<u>Digital Transformation & Artificial Intelligence 2: Markets & Companies /ILV / LV-Nr: BB13 / 2.Semester / ECTS: 4</u> • Distinctive features, rules, and fundamentals of science and scholarly work • Epistemological and methodological principles of scientific research • Overview of the research methods of observation, survey, content analysis, and experiment • Using word-processing programs to write formally correct academic papers • Overview of databases and other ways to find literature sources • Working through and critically discussing articles from scientific journals
Teaching and learning methods	<u>Supply Chain Management /ILV / LV-Nr: BB11 / 2.Semester / ECTS: 3</u> Blended learning
	<u>Marketing & Customer Experience /ILV / LV-Nr: BB12 / 2.Semester / ECTS: 3</u> Blended learning
	<u>Digital Transformation & Artificial Intelligence 2: Markets & Companies /ILV / LV-Nr: BB13 / 2.Semester / ECTS: 4</u> Blended learning
Evaluation Methods Criteria	<u>Supply Chain Management /ILV / LV-Nr: BB11 / 2.Semester / ECTS: 3</u> Portfolio assessment
	<u>Marketing & Customer Experience /ILV / LV-Nr: BB12 / 2.Semester / ECTS: 3</u> Portfolio assessment
	<u>Digital Transformation & Artificial Intelligence 2: Markets & Companies /ILV / LV-Nr: BB13 / 2.Semester / ECTS: 4</u> Portfolio assessment

Module number:	Customer & Performance Management	Scope:	
BB.CPM		6	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management part-time		
Position in the curriculum	3. Semester		
Level	3. Semester: 1st study cycle Bachelor / 3. Semester: 1st study cycle, Bachelor		
Previous knowledge	3. Semester: Course: Corporate Finance and Accounting I + II / 3. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Omnichannel Customer Management /ILV / LV-Nr: BB17 / 3.Semester / ECTS: 3</u> • Böckenholt, Ingo; Mehn, Audrey; Westermann, Arne: Konzepte und Strategien für Omnichannel-Exzellenz – Innovatives Retail-Marketing mit mehrdimensionalen Vertriebs- und Kommunikationskanälen. Springer (in der aktuellen Auflage) • von Gizycki, Vittoria (Hrsg.): Omnichannel Branding – Digitalisierung als Basis erlebnis- und beziehungsorientierter Markenführung. Springer (in der aktuellen Auflage) • Ramadan, Shady: OmniChannel Marketing – the Roadmap to Create and Implement Omnichannel Strategy For Your Business. Independent (in der aktuellen Auflage) • 1-2 aktuelle Aufsätze aus Fachzeitschriften		
	<u>Controlling /ILV / LV-Nr: BB18 / 3.Semester / ECTS: 3</u> • Horváth, Péter; Gleich, Ronald; Seiter, Mischa: Controlling. Vahlen (in der aktuellen Auflage) • Küpper, Hans-Ulrich: Controlling: Konzeption, Aufgaben, Instrumente. Schäffer-Poeschel (in der aktuellen Auflage) • Gleich, Ronald; Tschandl, Martin: Digitalisierung & Controlling: Technologien, Instrumente, Praxisbeispiele. Haufe (in der aktuellen Auflage)		
Acquisition of skills	<u>Omnichannel Customer Management /ILV / LV-Nr: BB17 / 3.Semester / ECTS: 3</u> The participants: • understand the importance of omnichannel marketing for retaining customers with their constantly changing requirements for the company in the long term. • know the positive effects that using the right marketing channels has on brand and corporate success. • can link digital and physical communication and distribution channels. • know how to apply the customer journey concept and integrate it into omnichannel strategies.		
	<u>Controlling /ILV / LV-Nr: BB18 / 3.Semester / ECTS: 3</u> The participants: • know the concepts of controlling. • can transfer the concepts to business practice. • are aware of the topic of information gathering. • can describe the implementation of controlling in a business context. • can independently solve simple controlling questions.		
Course contents	<u>Omnichannel Customer Management /ILV / LV-Nr: BB17 / 3.Semester / ECTS: 3</u> • Theoretical and practical fundamentals of the omnichannel ecosystem • Interplay between omnichannel and corporate strategy • Customer behavior, customer analysis, and customer journey • Omnichannel strategies in connection with a company's marketing mix		
	<u>Controlling /ILV / LV-Nr: BB18 / 3.Semester / ECTS: 3</u> • Theoretical basis of controlling • Planning and control • Information gathering • Organization of controlling • Digitalization in controlling		
Teaching and learning methods	<u>Omnichannel Customer Management /ILV / LV-Nr: BB17 / 3.Semester / ECTS: 3</u> Blended learning		
	<u>Controlling /ILV / LV-Nr: BB18 / 3.Semester / ECTS: 3</u> Blended learning		
Evaluation Methods Criteria	<u>Omnichannel Customer Management /ILV / LV-Nr: BB17 / 3.Semester / ECTS: 3</u> Portfolio assessment		

	<u>Controlling /ILV / LV-Nr: BB18 / 3.Semester / ECTS: 3</u> Portfolio assessment
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Module number:	Markets, Finance & Sustainability	Scope:	
BB.MFS		10	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management part-time		
Position in the curriculum	3. Semester		
Level	3. Semester: 1st study cycle, Bachelor		
Previous knowledge	3. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Applied Economics: Markets & Prices /ILV / LV-Nr: BB19 / 3.Semester / ECTS: 4</u> • Mankiw, Greg; Taylor, Marc: Grundzüge der Volkswirtschaftslehre; Schäffer-Poeschel (neueste Ausgabe) • CORE Economics Education: Die Wirtschaft: Volkswirtschaftslehre für eine sich ändernde Welt. De Gruyter Oldenbourg (neueste Ausgabe) • Pindyck, Robert; Rubinfeld, Daniel: Mikroökonomie. Pearson Studium (neueste Ausgabe)		
	<u>Sustainability in Business & Society /ILV / LV-Nr: BB20 / 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 aktuelle Artikel aus Fachzeitschriften		
	<u>Finance & Investment /ILV / LV-Nr: BB21 / 3.Semester / ECTS: 3</u> • Berk, Jonathan; DeMarzo, Peter: Corporate Finance. Pearson (latest edition), chapters 3-7		
Acquisition of skills	<u>Applied Economics: Markets & Prices /ILV / LV-Nr: BB19 / 3.Semester / ECTS: 4</u> The participants: • can discuss the effects of economic growth on social inequality and the natural environment. • can explain how markets function and name factors for price formation. • can evaluate strategic interactions based on game-theoretical models. • can understand production decisions in companies and interpret the influences of market forms on pricing. • can examine current developments based on models and critically evaluate them. • are able to apply the market model in order to analyze, for example, the impact of government intervention.		
	<u>Sustainability in Business & Society /ILV / LV-Nr: BB20 / 3.Semester / ECTS: 3</u> The participants: • understand the connections between the economy, society, and politics against the backdrop of individual and organizational responsibility. • recognize business ethics questions in practice and discuss them critically. • can differentiate between various approaches to corporate governance. • are able to reflect on the demands of diverse stakeholders against an ethical backdrop and in terms of sustainability aspects.		
	<u>Finance & Investment /ILV / LV-Nr: BB21 / 3.Semester / ECTS: 3</u> The participants: • learn the connections between economic changes such as interest rate changes and their effects on the economy. • become familiar with financial principles and deepen their knowledge of corporate bonds. • expand their financial knowledge, particularly with regard to valuing projects using current investment appraisal methods such as net present value, internal rate of return, etc. • are able to carry out an initial project valuation using both their previously acquired subject knowledge and their methodological expertise.		
Course contents	<u>Applied Economics: Markets & Prices /ILV / LV-Nr: BB19 / 3.Semester / ECTS: 4</u> • Economic growth, social inequality, and environmental conditions • Efficient allocation of scarce resources • Market model and market equilibrium • Strategic interaction and social dilemmas • Elasticity, pricing, and market forms • Analysis of the welfare effects of government intervention		
	<u>Sustainability in Business & Society /ILV / LV-Nr: BB20 / 3.Semester / ECTS: 3</u>		

	• Ethics and morality in theory and practice • Philosophical and intercultural principles of specific moral concepts and value systems • Discussion of management approaches (e.g., principal-agent theory, shareholder value approach, etc.) from an ethical perspective • Triple Bottom Line (TBL) and the three dimensions of sustainability • Sustainable Development Goals (SDGs) and Corporate Sustainability • Corporate Social Responsibility (CSR)
	<u>Finance & Investment /ILV / LV-Nr: BB21 / 3.Semester / ECTS: 3</u> • Influence of interest rate developments on companies and their financing and investment decisions • Investment appraisal methods, in particular discounting methods such as net present value, calculation of the internal rate of return, etc. • Types of bonds and how they are valued • Basic knowledge of stocks

Teaching and learning methods	<u>Applied Economics: Markets & Prices /ILV / LV-Nr: BB19 / 3.Semester / ECTS: 4</u> Blended learning
	<u>Sustainability in Business & Society /ILV / LV-Nr: BB20 / 3.Semester / ECTS: 3</u> Blended learning
	<u>Finance & Investment /ILV / LV-Nr: BB21 / 3.Semester / ECTS: 3</u> Blended learning
Evaluation Methods Criteria	<u>Applied Economics: Markets & Prices /ILV / LV-Nr: BB19 / 3.Semester / ECTS: 4</u> Portfolio assessment
	<u>Sustainability in Business & Society /ILV / LV-Nr: BB20 / 3.Semester / ECTS: 3</u> Portfolio assessment
	<u>Finance & Investment /ILV / LV-Nr: BB21 / 3.Semester / ECTS: 3</u> Portfolio assessment

Module number:	Strategic Management & Practical Project 1	Scope:	
BB.SM1		14	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management part-time		
Position in the curriculum	3. Semester		
Level	3. Semester: 1st study cycle, Bachelor		
Previous knowledge	3. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>From Local to Global: Pathways to International Business Success /ILV / LV-Nr: BB22 / 3.Semester / ECTS: 3</u> • Hill, C. W. L. & Hult, G. T. M: International Business – Competing in the Global Marketplace, McGraw Hill (latest edition) • 1-2 aktuelle Artikel aus Fachzeitschriften		
	<u>Management & Strategy 1 /ILV / LV-Nr: BB23 / 3.Semester / ECTS: 6</u> • Porter, M., Wettbewerbsstrategie, Frankfurt: Campus (in der aktuellen Aufl.) • Stöger, R., Strategieentwicklung für die Praxis, Stuttgart: Schäffer-Poeschel (in der aktuellen Aufl.) • 1-2 aktuelle Aufsätze aus Fachzeitschriften		
	<u>Agile Project Management & Practical Project 1 /PT / LV-Nr: BB24 / 3.Semester / ECTS: 5</u> • Dietrich, Peter (2019): Die SWOT-Analyse. Wirksame Analysen und Lösungen entwickeln. Fachhochschule Kufstein Tirol. Kufstein (improve - Praxisletter, 24). • Dietrich, Peter (2023): Das Strategische Konzept. Durchdacht planen und nachvollziehbar entscheiden. Fachhochschule Kufstein Tirol. Kufstein (improve - Praxisletter, 47). • Stöger, Roman: Wirksames Projektmanagement. Schäffer-Poeschel (in der aktuellen Auflage)		
Acquisition of skills	<u>From Local to Global: Pathways to International Business Success /ILV / LV-Nr: BB22 / 3.Semester / ECTS: 3</u> The participants: • understand the concept of internationalization and globalization. • analyze internationalization as a process. • apply various theories and models of internationalization. • identify and assess motives and drivers for internationalization. • differentiate between various forms of market entry. • critically evaluate market selection, location choice, and country risk analyses. • recognize and critically discuss the challenges of internationalization in practice.		
	<u>Management & Strategy 1 /ILV / LV-Nr: BB23 / 3.Semester / ECTS: 6</u> The participants: • have an overview of the fundamentals of strategic corporate management. • know the most important theories of strategic management and related business disciplines. • master essential strategic methods and tools. • are able to design a strategy process in a company.		
	<u>Agile Project Management & Practical Project 1 /PT / LV-Nr: BB24 / 3.Semester / ECTS: 5</u> The participants: • know the definition and sequence of projects. • engage with the aspects of agile tools in projects. • analyze the requirements and framework conditions of a practical project and derive suitable approaches. • plan, structure, and manage a practical project independently, taking time, resources, and risks into account. • critically reflect on the use of agile tools and assess their suitability for different project situations. • present project results appropriately for the target audience and justify methodological decisions clearly.		
Course contents	<u>From Local to Global: Pathways to International Business Success /ILV / LV-Nr: BB22 / 3.Semester / ECTS: 3</u>		

	• The concept of internationalization and globalization • Internationalization as a process • Theories and models of internationalization (Uppsala model, sprinkler model, etc.) • Motives and drivers for internationalization • Forms of market entry (indirect/direct export, licensing, joint ventures, wholly owned subsidiaries) • Market selection, location choice, and country risk analyses (economic, political, legal/institutional) • Planning international expansion (timing of market entries, sequencing of internationalization steps, etc.) • Differences between multinational enterprises (MNEs) and SMEs, particularly market entry decisions under limited financial, personnel, and organizational resources • Challenges of internationalization and reverse internationalization
	<u>Management & Strategy 1 /ILV / LV-Nr: BB23 / 3.Semester / ECTS: 6</u> • Introduction to strategic corporate management • Core topics of strategic management: navigation system, competitive strategy, mission statement, value creation • Analysis and design of the strategy process in a company • Essential strategy methods (value chain, 5 Forces, etc.)
	<u>Agile Project Management & Practical Project 1 /PT / LV-Nr: BB24 / 3.Semester / ECTS: 5</u> • Project planning and organization • Project collaboration and implementation • Project management metrics • Practical project: developing a concept or business plan

Teaching and learning methods	<u>From Local to Global: Pathways to International Business Success /ILV / LV-Nr: BB22 / 3.Semester / ECTS: 3</u> Blended learning
	<u>Management & Strategy 1 /ILV / LV-Nr: BB23 / 3.Semester / ECTS: 6</u> Blended learning
	<u>Agile Project Management & Practical Project 1 /PT / LV-Nr: BB24 / 3.Semester / ECTS: 5</u> Blended learning
Evaluation Methods Criteria	<u>From Local to Global: Pathways to International Business Success /ILV / LV-Nr: BB22 / 3.Semester / ECTS: 3</u> Portfolio assessment
	<u>Management & Strategy 1 /ILV / LV-Nr: BB23 / 3.Semester / ECTS: 6</u> Portfolio assessment
	<u>Agile Project Management & Practical Project 1 /PT / LV-Nr: BB24 / 3.Semester / ECTS: 5</u> Portfolio assessment

Module number:	Organizational Dynamics & Design	Scope:	
BB.ODD		4	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management part-time		
Position in the curriculum	4. Semester		
Level	4. Semester: 1st study cycle, Bachelor		
Previous knowledge	4. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Organizational Psychology & Organizational Culture /ILV / LV-Nr: BB28 / 4.Semester / ECTS: 2</u> • Doppler, Klaus; Lauterburg, Christoph: Change Management. Den Unternehmenswandel gestalten. Campus (in der aktuellen Auflage) • Nerdinger, Friedemann; Blickle, Gerhard; Schaper, Niclas: Arbeits- und Organisationspsychologie. Springer (in der aktuellen Auflage) • Von Rosenstiel, Lutz: Grundlagen der Organisationspsychologie. Schäffer-Poeschel (in der aktuellen Auflage)		
	<u>Organizational Sociology & Change Management /ILV / LV-Nr: BB29 / 4.Semester / ECTS: 2</u> • Dietrich, Peter (2025): Die Strukturmatrix. Organisationen strategisch steuern. FH Kufstein Tirol. Kufstein (improve - Praxisletter, 55). • Kieser, Alfred et al. (Hg.): Organisationstheorien. Stuttgart: Kohlhammer (in der aktuellen Auflage). • Kühl, Stefan: Organisationen. Eine sehr kurze Einführung. Wiesbaden: Springer VS. (in der aktuellen Auflage) • Luhmann, Niklas: Organisation und Entscheidung. Wiesbaden: VS. (in der aktuellen Auflage)		
Acquisition of skills	<u>Organizational Psychology & Organizational Culture /ILV / LV-Nr: BB28 / 4.Semester / ECTS: 2</u> The participants: • recognize the interactions between individual, group, and organization and understand their significance for organizational behavior. • can name and classify key topics and theoretical approaches of organizational psychology. • analyze psychological processes in teams and leadership situations – e.g., motivation, conflicts, or group dynamics – and reflect on their effects. • apply psychological concepts to concrete organizational situations, e.g., in the context of HR or organizational development processes. • evaluate the influence of organizational culture on individual and collective performance and derive possible intervention approaches.		
	<u>Organizational Sociology & Change Management /ILV / LV-Nr: BB29 / 4.Semester / ECTS: 2</u> The participants: • can name and classify key features of organizations – membership, purpose, and hierarchy. • understand communication and the dynamics of communication patterns as a constitutive feature of organizations. • understand organizations as decision-making systems and recognize the importance of decision premises and structural features (programs, communication channels, personnel). • differentiate between the three sides of organizations (formal, informal, display side) and their interplay. • use the meta-structure matrix to structure and interpret organizational dynamics and their management, especially in change projects. • recognize organizational paradoxes and side effects and reflect on their significance from a systems-theory perspective.		
Course contents	<u>Organizational Psychology & Organizational Culture /ILV / LV-Nr: BB28 / 4.Semester / ECTS: 2</u> • Fundamentals of organizational psychology and an overview of key organizational theories • Psychological perspectives on leadership, teamwork, and conflict behavior • Motivation, job satisfaction, and individual performance in organizations • Influence of organizational climate and organizational culture on behavior and collaboration • Psychological aspects of change processes (e.g., resistance, acceptance, resilience)		
	<u>Organizational Sociology & Change Management /ILV / LV-Nr: BB29 / 4.Semester / ECTS: 2</u> • Key features of organizations (membership, purpose, hierarchy) • Decisions and decision premises • Three sides of organizations (formal and informal side, as well as the display side) • Structural features of organizations (programs, communication channels, personnel) • Meta-structure matrix of organizations • Organizational development and change • Paradoxes and side effects		
Teaching and learning methods	<u>Organizational Psychology & Organizational Culture /ILV / LV-Nr: BB28 / 4.Semester / ECTS: 2</u> Blended learning		
	<u>Organizational Sociology & Change Management /ILV / LV-Nr: BB29 / 4.Semester / ECTS: 2</u> Blended learning		

Evaluation Methods Criteria	<u>Organizational Psychology & Organizational Culture /ILV / LV-Nr: BB28 / 4.Semester / ECTS: 2</u> Portfolio assessment
	<u>Organizational Sociology & Change Management /ILV / LV-Nr: BB29 / 4.Semester / ECTS: 2</u> Portfolio

Module number:	Economic Systems & Market Research	Scope:	
BB.ESM		12	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management part-time		
Position in the curriculum	4. Semester		
Level	4. Semester: 1st study cycle, Bachelor		
Previous knowledge	4. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Political Economy: Growth & Money /ILV / LV-Nr: BB30 / 4.Semester / ECTS: 4</u> • Mankiw, Greg; Taylor, Marc: Grundzüge der Volkswirtschaftslehre; Schäffer-Poeschel (neueste Ausgabe) • CORE Economics Education: Die Wirtschaft: Volkswirtschaftslehre für eine sich ändernde Welt. De Gruyter Oldenbourg (neueste Ausgabe) • Blanchard, Olivier; Illing, Gerhard: Makroökonomie. Pearson Studium (neueste Ausgabe)		
	<u>Market Research & Customer Insights /ILV / LV-Nr: BB31 / 4.Semester / ECTS: 4</u> • Backhaus, K.; Erichson, B.; Gensler, S. (2025): Multivariate Analysemethoden. Eine anwendungsorientierte Einführung. 18. Auflage, Springer. • Mooi, E.; Sarstedt, M. (2019): A Concise Guide to Market Research. The Process, Data, and Methods Using IBM SPSS Statistics. 3. Auflage, Springer. • Häder, M. (2021): Empirische Sozialforschung. Eine Einführung. 4. Auflage, Springer VS. • Buber, R.; Holzmüller, H.H. (Hrsg.) (2019): Qualitative Marktforschung. Konzepte – Methoden – Analysen. 2. Auflage, Springer Gabler.		
	<u>Finance Lab: Basics of Trading and Investment /UE / LV-Nr: BB32 / 4.Semester / ECTS: 4</u> • Berk, Jonathan; DeMarzo, Peter: Corporate Finance. Pearson (latest edition)		
Acquisition of skills	<u>Political Economy: Growth & Money /ILV / LV-Nr: BB30 / 4.Semester / ECTS: 4</u> The participants: • can name the key components and institutions of an economy and explain how they work. • can name and explain the substance of macroeconomic indicators such as gross domestic product or the consumer price index. • can research indicators of economic growth and inflation and present current developments. • can identify short- and long-term drivers of economic growth and employment. • can locate the causes of systemic instability in financial and environmental conditions. • are able to examine the key effects of fiscal and monetary policy and to consider the consequences of government debt in a differentiated way.		
	<u>Market Research & Customer Insights /ILV / LV-Nr: BB31 / 4.Semester / ECTS: 4</u> The participants: • situate the role of market research in the marketing context. • independently design questionnaires and implement them digitally. • apply quantitative and qualitative market research methods. • implement linear regression and contingency analysis in practice. • interpret and present analysis results. • can carry out a market research project independently.		
	<u>Finance Lab: Basics of Trading and Investment /UE / LV-Nr: BB32 / 4.Semester / ECTS: 4</u> The participants: • expand their financial knowledge, particularly in the area of investment alternatives. • prepare their first own asset class analyses with the help of digital tools. • test their own investment decisions on the computer (trading via demo accounts on virtual platforms). • further develop their analytical thinking and apply their financial knowledge, particularly in the area of investment alternatives.		
Course contents	<u>Political Economy: Growth & Money /ILV / LV-Nr: BB30 / 4.Semester / ECTS: 4</u> • Interpretation of gross domestic product and the consumer price index • Measurement of economic growth and inflation • Areas of responsibility of the central bank with regard to money supply and interest rate setting • Effects of monetary and fiscal policy • Aggregate demand and aggregate supply • Systemic crises in connection with the financial sector and environmental pollution		

	<u>Market Research & Customer Insights /ILV / LV-Nr: BB31 / 4.Semester / ECTS: 4</u> • Importance of market research and its place in the marketing process • Planning and conducting market research projects • Creating and programming questionnaires • Data collection and preparation • Selected qualitative and quantitative analysis methods • Interpretation and presentation of results • Practical relevance and case studies
	<u>Finance Lab: Basics of Trading and Investment /UE / LV-Nr: BB32 / 4.Semester / ECTS: 4</u> • Investment alternatives • Analysis of different asset classes • Developing one's own investment decisions based on risk-return profiles and personal preferences • Trading on virtual platforms

Teaching and learning methods	<u>Political Economy: Growth & Money /ILV / LV-Nr: BB30 / 4.Semester / ECTS: 4</u> Blended learning
	<u>Market Research & Customer Insights /ILV / LV-Nr: BB31 / 4.Semester / ECTS: 4</u> Blended learning
	<u>Finance Lab: Basics of Trading and Investment /UE / LV-Nr: BB32 / 4.Semester / ECTS: 4</u> Blended learning
Evaluation Methods Criteria	<u>Political Economy: Growth & Money /ILV / LV-Nr: BB30 / 4.Semester / ECTS: 4</u> Portfolio assessment
	<u>Market Research & Customer Insights /ILV / LV-Nr: BB31 / 4.Semester / ECTS: 4</u> Portfolio assessment
	<u>Finance Lab: Basics of Trading and Investment /UE / LV-Nr: BB32 / 4.Semester / ECTS: 4</u> Portfolio assessment

Module number:	Strategic Management & Practical Project 2	Scope:	
BB.SM2		14	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management part-time		
Position in the curriculum	4. Semester		
Level	4. Semester: 1st study cycle, Bachelor		
Previous knowledge	4. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Practical Project 2 /PT / LV-Nr: BB25 / 4.Semester / ECTS: 5</u> References based on the assignment • Dietrich, Peter (2019): Die SWOT-Analyse. Wirksame Analysen und Lösungen entwickeln. FH Kufstein Tirol. Kufstein (improve - Praxisletter, 24). • Dietrich, Peter (2023): Das Strategische Konzept. Durchdacht planen und nachvollziehbar entscheiden. FH Kufstein Tirol. Kufstein (improve - Praxisletter, 47). • Stöger, Roman: Wirksames Projektmanagement. Schäffer-Poeschel (in der aktuellen Auflage) • Trojan, Alexander; Trost, Alexander: Praxisorientierte Wirtschaftswissenschaften: Projekte, Fallstudien und Transferaufgaben; Schäffer-Poeschel (in der aktuellen Auflage)		
	<u>Management & Strategy 2 /ILV / LV-Nr: BB26 / 4.Semester / ECTS: 6</u> • Müller-Stewens, G. / Lechner, C., Strategisches Management, Stuttgart: Schäffer-Poeschel (in der aktuellen Aufl.) • Stöger, R., Strategieentwicklung für die Praxis, Stuttgart: Schäffer-Poeschel (in der aktuellen Aufl.) • 1-2 aktuelle Aufsätze aus Fachzeitschriften		
	<u>Study Trip /ILV / LV-Nr: BB27 / 4.Semester / ECTS: 3</u> Wird jeweils in Abhängigkeit vom Zielland und dessen aktueller wirtschaftlichen sowie soziokulturellen Situation ausgewählt		
Acquisition of skills	<u>Practical Project 2 /PT / LV-Nr: BB25 / 4.Semester / ECTS: 5</u> The participants: • can independently analyze, structure, and work on a practice-relevant question. • apply classic and agile project management methods in a targeted way. • transfer their previously acquired knowledge to real business situations. • can research relevant information, evaluate it critically, and integrate it into the search for solutions. • are able to collaborate effectively in a team, coordinate tasks, and resolve conflicts constructively. • present and document project results appropriately for the target audience (in writing and orally). • can accept and give feedback and reflect on their own work process.		
	<u>Management & Strategy 2 /ILV / LV-Nr: BB26 / 4.Semester / ECTS: 6</u> The participants: • understand the connections between strategy, organization, productivity, leadership, culture, change, etc. • can apply strategic methods to their own company. • can place strategy in the context of new megatrends (digitalization, AI, etc.). • have the competence to independently develop strategy methods.		
	<u>Study Trip /ILV / LV-Nr: BB27 / 4.Semester / ECTS: 3</u> The participants: • acquire intercultural experience in a condensed form as part of a study trip. • can recognize, assess, and critically evaluate and reflect on the socio-cultural and economic specifics of the host country in relation to their familiar context. • synthesize subject knowledge and theoretical knowledge from their previous studies, as well as their practical experiential knowledge, into the ability to independently set up, organize, implement, and evaluate complex projects.		
Course contents	<u>Practical Project 2 /PT / LV-Nr: BB25 / 4.Semester / ECTS: 5</u> • Project management and problem-solving strategies • Practice-relevant analysis and handling of business questions • Interdisciplinary application of the knowledge acquired • Teamwork and communication • Practical relevance and corporate cooperation		
	<u>Management & Strategy 2 /ILV / LV-Nr: BB26 / 4.Semester / ECTS: 6</u>		

	• "Holistic strategic management" in the sense of connecting strategy with: organization, productivity, leadership, culture, change, etc. • Linking strategy with current topics • Development and adaptation of strategic methods • Application and implementation of strategic questions for one's own company
	<u>Study Trip /ILV / LV-Nr: BB27 / 4.Semester / ECTS: 3</u> • Independent preparation and organization of the trip in coordination with the course instructor • Company visits, attending courses at partner universities, and lectures and events with the aim of gaining in-depth knowledge of the economic and socio-cultural specifics of the country and its economy

Teaching and learning methods	<u>Practical Project 2 /PT / LV-Nr: BB25 / 4.Semester / ECTS: 5</u> Blended learning
	<u>Management & Strategy 2 /ILV / LV-Nr: BB26 / 4.Semester / ECTS: 6</u> Blended learning
	<u>Study Trip /ILV / LV-Nr: BB27 / 4.Semester / ECTS: 3</u> Excursion
Evaluation Methods Criteria	<u>Practical Project 2 /PT / LV-Nr: BB25 / 4.Semester / ECTS: 5</u> Portfolio
	<u>Management & Strategy 2 /ILV / LV-Nr: BB26 / 4.Semester / ECTS: 6</u> Portfolio assessment
	<u>Study Trip /ILV / LV-Nr: BB27 / 4.Semester / ECTS: 3</u> Portfolio assessment

Module number:	Leadership & Entrepreneurship	Scope:	
BB.LE		5	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management part-time		
Position in the curriculum	5. Semester		
Level	5. Semester: 1st study cycle, Bachelor		
Previous knowledge	5. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Effective Leadership & Self-Management /ILV / LV-Nr: BB33 / 5.Semester / ECTS: 2</u> • Drucker, Peter: Management – Tasks, Responsibilities, Practices. Harper&Row (in der aktuellen Auflage) • Malik, Fredmund: Führen - Leisten - Leben. Campus (in der aktuellen Auflage) • 1-2 Aufsätze aus Fachzeitschriften		
	<u>Start-up & Entrepreneurship /ILV / LV-Nr: BB34 / 5.Semester / ECTS: 3</u> • Faltin, Günter: Kopf schlägt Kapital. Die ganz andere Art, ein Unternehmen zu gründen. Campus (in der aktuellen Auflage) • Karner, Reinhold M.: Wahre Werte statt schnelles Geld. So machen Sie Ihr Unternehmen krisenfest und langfristig erfolgreich. Gabal (in der aktuellen Auflage) • 1-2 aktuelle Aufsätze aus Fachzeitschriften		
Acquisition of skills	<u>Effective Leadership & Self-Management /ILV / LV-Nr: BB33 / 5.Semester / ECTS: 2</u> The participants: • know the fundamentals of management theory. • understand the most important principles, tasks, and tools of effective leadership. • are familiar with the topics of self-management, self-motivation, and leading oneself in general. • are able to diagnose and further develop leadership competences.		
	<u>Start-up & Entrepreneurship /ILV / LV-Nr: BB34 / 5.Semester / ECTS: 3</u> The participants: • know the key characteristics of entrepreneurial thinking and action, including startup-specific challenges. • can trace the path from the idea through founding and business model development to the growth phase in a structured way. • know which methods and tools (e.g., Business Model Canvas, Lean Start-up, effectuation) can be usefully applied and when. • are able to critically assess financing logics, growth paths, and entrepreneurial decisions under uncertainty. • have become acquainted with the realities of founders through practical cases and reflect on responsibility, resilience, and sustainability as success factors.		
Course contents	<u>Effective Leadership & Self-Management /ILV / LV-Nr: BB33 / 5.Semester / ECTS: 2</u> • Introduction to leadership theory with reference to previous study content • Principles, tasks, and tools of effective leadership • Personal working methods, self-management, and self-motivation as key competences in the VUCA world • Methods for diagnosing and optimizing (self-)leadership		
	<u>Start-up & Entrepreneurship /ILV / LV-Nr: BB34 / 5.Semester / ECTS: 3</u> • Entrepreneurship fundamentals – mindset, role, and distinction from management • Founding and growth phases – from the idea to scaling • Business models & value creation – Canvas approaches, unit economics • Methods & tools – classic and modern approaches (e.g., Lean Start-up, effectuation, MVP) • Financing & perspectives – sources of capital, bootstrapping, crowdfunding, as well as social & sustainable entrepreneurship with practical cases		
Teaching and learning methods	<u>Effective Leadership & Self-Management /ILV / LV-Nr: BB33 / 5.Semester / ECTS: 2</u> Blended learning		
	<u>Start-up & Entrepreneurship /ILV / LV-Nr: BB34 / 5.Semester / ECTS: 3</u> Blended learning		
Evaluation Methods Criteria	<u>Effective Leadership & Self-Management /ILV / LV-Nr: BB33 / 5.Semester / ECTS: 2</u> Portfolio assessment		
	<u>Start-up & Entrepreneurship /ILV / LV-Nr: BB34 / 5.Semester / ECTS: 3</u>		

	Portfolio assessment
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Module number:	International & Sustainable Business	Scope:	
BB.ISB		9	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management part-time		
Position in the curriculum	5. Semester		
Level	5. Semester: 1st study cycle, Bachelor		
Previous knowledge	5. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>International Economics & Sustainability Economics /ILV / LV-Nr: BB35 / 5.Semester / ECTS: 3</u> • CORE Economics Education: Die Wirtschaft: Volkswirtschaftslehre für eine sich ändernde Welt. De Gruyter Oldenbourg (neueste Ausgabe) • Krugman, Paul; Obstfeld, Maurice: Internationale Wirtschaft: Theorie und Politik der Außenwirtschaft. Pearson Studium (neueste Ausgabe) • Mankiw, Greg; Taylor, Marc: Grundzüge der Volkswirtschaftslehre; Schäffer-Poeschel (neueste Ausgabe)		
	<u>Trends in International Business /ILV / LV-Nr: BB36 / 5.Semester / ECTS: 3</u> • Harvard Business Review Press, HBR's 10 Must Reads on Innovation, Boston: HBR Press (latest edition) • Kazan, Halim; Baykul, Mehmet.: Emerging Trends in Business. Peter Lang (latest edition) • Samuel, Lawrence R.: Future Trends, A Guide to Decision Making and Leadership in Business. Rowman & Littlewood (latest edition) • Zhu, Xiaoming et al.: Business Trends in the Digital Era. Springer (latest edition) • 3-4 Artikel aus Fachzeitschriften		
	<u>Trends in International Finance & Sustainability Management /SE / LV-Nr: BB37 / 5.Semester / ECTS: 3</u> • Berk, Jonathan; DeMarzo, Peter: Corporate Finance. Pearson (latest edition) • Harrison, Walter T.; Horngren, Charles T.; Thomas, C. William & Tietz, Wendy M.: Financial Accounting. Pearson (latest international edition) • IFRS & ESRS Standards via http://www.ifrs.org/ and https://www.efrag.org/en/sustainability-reporting/esrs/sector-agnostic/first-set-of-draft-esrs • Various materials and articles from the Journal of Business Venturing, Review of Finance etc.		
Acquisition of skills	<u>International Economics & Sustainability Economics /ILV / LV-Nr: BB35 / 5.Semester / ECTS: 3</u> The participants: • can identify the increasing integration of the world economy as globalization and explain historical developments. • can analyze the driving forces of international trade using models and relate them to current developments. • can discuss the limitations of markets and examine the causes of market failure and environmental pollution. • can explain the importance of sustainability for business models. • can name the components of corporate sustainability strategies and interpret their effects on business resilience.		
	<u>Trends in International Business /ILV / LV-Nr: BB36 / 5.Semester / ECTS: 3</u> The participants: • gain an overview of the most important trends in business. • are able to work on selected, current, academically relevant trends. • can independently develop models and theories on these selected trends and connect them with others. • recognize the connections and have a basic understanding of how trends influence the economy. • are competent to independently identify new trends and make them applicable in a business context.		
	<u>Trends in International Finance & Sustainability Management /SE / LV-Nr: BB37 / 5.Semester / ECTS: 3</u> The participants: • expand their financial knowledge, particularly with regard to current corporate trends and sustainable financial innovations. • learn to understand and interpret financial articles and frameworks such as ESRS & VSME ESRS. • become familiar with specific corporate structures and business models and can link these to theoretical concepts. • analyze companies on the basis of documents such as annual reports (e.g., of ATX, DAX, and S&P 500 companies) in terms of profitability and sustainability. • are able to draft an initial well-founded assessment of a topic based on the starting situation, drawing on both their previously acquired subject knowledge and their methodological expertise. • discuss current practical trends in Europe and around the world.		
Course contents	<u>International Economics & Sustainability Economics /ILV / LV-Nr: BB35 / 5.Semester / ECTS: 3</u>		

	• Classic and modern trade theories • Agglomeration advantages and location choice • Welfare effects of tariffs and trade quotas • Globalization and global supply chains • Sustainability of business models and corporate resilience • Corporate Social Responsibility and Environmental Social Governance
	<u>Trends in International Business /ILV / LV-Nr: BB36 / 5.Semester / ECTS: 3</u> • Conveying the currently most important and most-discussed trends in business • Developing theories, models, methods, and solution approaches for these current trends • Initial application examples and best practices for these trends • Mutual exchange and presentation of the content and solutions
	<u>Trends in International Finance & Sustainability Management /SE / LV-Nr: BB37 / 5.Semester / ECTS: 3</u> • Acquiring knowledge about current corporate trends based on current financial articles – example trends relate to digitalization and sustainability developments in corporate investment and financing decisions, FinTech, and other

Course contents	innovations • Fundamentals of international sustainability accounting under ESRS & VSME ESRS, green finance, and ESG regulation worldwide • Coordination with other project team members • Research on specific corporate matters
Teaching and learning methods	<u>International Economics & Sustainability Economics /ILV / LV-Nr: BB35 / 5.Semester / ECTS: 3</u> Blended learning
	<u>Trends in International Business /ILV / LV-Nr: BB36 / 5.Semester / ECTS: 3</u> Blended learning
	<u>Trends in International Finance & Sustainability Management /SE / LV-Nr: BB37 / 5.Semester / ECTS: 3</u> Blended learning
Evaluation Methods Criteria	<u>International Economics & Sustainability Economics /ILV / LV-Nr: BB35 / 5.Semester / ECTS: 3</u> Portfolio assessment
	<u>Trends in International Business /ILV / LV-Nr: BB36 / 5.Semester / ECTS: 3</u> Portfolio assessment
	<u>Trends in International Finance & Sustainability Management /SE / LV-Nr: BB37 / 5.Semester / ECTS: 3</u> Portfolio assessment

Module number:	Management & AI in Practice	Scope:	
BB.MAI		8	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management part-time		
Position in the curriculum	5. Semester		
Level	5. Semester: 1st study cycle, Bachelor		
Previous knowledge	5. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Digital Transformation & Artificial Intelligence 3: Business, Governance & Policy in the Digital Age /ILV / LV-Nr: BB38</u> • Laudon, K.C., & Laudon, J.P.: Management Information Systems: Managing the Digital Firm, Pearson (latest edition)		
	<u>Business Simulation Game /UE / LV-Nr: BB39 / 5.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>Theory & Practical Transfer /UE / LV-Nr: BB40 / 5.Semester / ECTS: 2</u> To be defined as part of the specific planning of extracurricular activities		
Acquisition of skills	<u>Digital Transformation & Artificial Intelligence 3: Business, Governance & Policy in the Digital Age /ILV / LV-Nr: BB38</u> The participants: • understand key concepts of digital transformation and AI. • can work on practice-oriented case studies and formulate their own solution approaches for digital business models. • recognize the challenges of digital transformation and AI in practice.		
	<u>Business Simulation Game /UE / LV-Nr: BB39 / 5.Semester / ECTS: 2</u> The participants: • can make decisions based on concrete information. • can analyze the business impact of their decisions. • apply theoretical knowledge, business models, and concepts to decision-making. • learn to work in teams and to accept team decisions. • reflect on their own decisions based on the simulation results.		
	<u>Theory & Practical Transfer /UE / LV-Nr: BB40 / 5.Semester / ECTS: 2</u> The participants: • identify and complete suitable extracurricular activities that help expand their subject-specific, methodological, and social competences (in coordination with the program management). • apply theoretically acquired knowledge in various practical contexts and reflect on the experiences gained. • expand their networking skills through contacts with other students, institutions, and practice partners. • develop initiative by independently implementing projects, contributions, or support services within the student community or in a public-benefit context. • systematically document and evaluate their extracurricular activities and derive personal learning progress from them.		
Course contents	<u>Digital Transformation & Artificial Intelligence 3: Business, Governance & Policy in the Digital Age /ILV / LV-Nr: BB38</u> • Fundamentals of digital transformation and artificial intelligence • Overview of regulatory aspects relating to digital business models and AI • Effects of digital transformation and AI on companies, the economy, and governance structures • Overview of regulatory and ethical challenges • Introduction to key digital initiatives and strategies of the European Union		
	<u>Business Simulation Game /UE / LV-Nr: BB39 / 5.Semester / ECTS: 2</u> • Business functions (production, marketing, logistics, supply chain management) • Market analyses and market developments • Use of analysis tools (SWOT, benchmark, cost and contribution margin analysis) • Development of strategies • Controlling and key performance indicators		
	<u>Theory & Practical Transfer /UE / LV-Nr: BB40 / 5.Semester / ECTS: 2</u>		

	• Overview of opportunities for extracurricular activities and their potential for study, career, and personal development. • Reflection on and transfer of theoretical knowledge into practical fields of action. • Exchange and discussion of best practices from different formats (e.g., specialist events, student initiatives, non-profit projects). • Guidance and feedback on individual learning and development paths over the course of study.
Teaching and learning methods	<u>Digital Transformation & Artificial Intelligence 3: Business, Governance & Policy in the Digital Age /ILV / LV-Nr: BB38</u> Blended learning
	<u>Business Simulation Game /UE / LV-Nr: BB39 / 5.Semester / ECTS: 2</u> Blended learning
	<u>Theory & Practical Transfer /UE / LV-Nr: BB40 / 5.Semester / ECTS: 2</u> Blended learning

Evaluation Methods Criteria	<u>Digital Transformation & Artificial Intelligence 3: Business, Governance & Policy in the Digital Age /ILV / LV-Nr: BB38</u> Portfolio assessment
	<u>Business Simulation Game /UE / LV-Nr: BB39 / 5.Semester / ECTS: 2</u> Portfolio assessment
	<u>Theory & Practical Transfer /UE / LV-Nr: BB40 / 5.Semester / ECTS: 2</u> Portfolio assessment

Module number:	Thesis Lab: Planing Research	Scope:	
BB.TPR		8	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management part-time		
Position in the curriculum	5. Semester		
Level	5. Semester: 1st study cycle, Bachelor		
Previous knowledge	5. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Exploratory Research Methods /ILV / LV-Nr: BB41 / 5.Semester / ECTS: 3</u> • Buber, Renate; Holzmüller, Hartmut: Qualitative Marktforschung: Konzepte - Methoden – Analysen. Gabler Verlag (in der aktuellen Auflage) • Flick, Uwe: Qualitative Sozialforschung. Eine Einführung. Rowohlt Taschenbuchverlag. (in der aktuellen Auflage) • Lamnek, Siegfried; Krell, Claudia: Qualitative Sozialforschung. Beltz Verlag. (in der aktuellen Auflage) • Mayring, Philipp: Einführung in die qualitative Sozialforschung. Beltz (in der aktuellen Auflage)		
	<u>Academic Writing /ILV / LV-Nr: BB42 / 5.Semester / ECTS: 2</u> • Ebster, Claus; Stalzer, Lieselotte.: Wissenschaftliches Arbeiten für Wirtschafts- und Sozialwissenschaftler. UTB (in der aktuellen Auflage) • Buck, Isabella: Wissenschaftliches Schreiben mit KI. UTB • 1-2 aktuelle Aufsätze aus Fachzeitschriften		
	<u>Scientific Topics in International Business Management /SE / LV-Nr: BB43 / 5.Semester / ECTS: 2</u> • Krugman, Paul R. et al.: Internationale Wirtschaft. Pearson (in der aktuellen Auflage) • Artikel aus Fachzeitschriften, Journals und Handbüchern		
	<u>BA-Camp /SE / LV-Nr: BB44 / 5.Semester / ECTS: 1</u> • Ebster, Claus; Stalzer, Lieselotte.: Wissenschaftliches Arbeiten für Wirtschafts- und Sozialwissenschaftler. UTB (in der aktuellen Auflage) • Nicol, Natascha; Albrecht, Rolf: Wissenschaftliches Arbeiten mit Word. Addison Wesley (in der aktuellen Auflage) • Sowie Literatur in Abhängigkeit vom gewählten Thema der Bachelorarbeit und der gewählten Methode		
Acquisition of skills	<u>Exploratory Research Methods /ILV / LV-Nr: BB41 / 5.Semester / ECTS: 3</u> The participants: • can describe the basic methodological approaches in the social sciences and align their own research projects accordingly. • can name qualitative data collection procedures and implement them independently. • can create questionnaires based on theoretical concepts and conduct and evaluate interviews and group discussions. • can discuss the potential and limitations of qualitative procedures and relate them to quantitative methods. • are able to assess the possibilities of combining qualitative and quantitative procedures and to apply them in practice.		
	<u>Academic Writing /ILV / LV-Nr: BB42 / 5.Semester / ECTS: 2</u> The participants: • have a basic understanding of the necessity of science, research, and publishing in the academic community. • understand how the state of research on a given topic is determined. • can formulate research questions clearly and appropriately for the topic. • know various methods for answering research questions and can select the one relevant to the topic. • have an overview of where to research which specialist literature, how to evaluate it, and how to use it appropriately in the text (critical reflection, citation style). • have the knowledge to produce an academic paper of moderate complexity and manageable scope in accordance with the specified formal requirements.		
	<u>Scientific Topics in International Business Management /SE / LV-Nr: BB43 / 5.Semester / ECTS: 2</u> The participants: • can reflect on academic and methodological fundamentals and apply them to develop their own research question. • are able to identify relevant subject areas in the field and critically assess their suitability for a bachelor's thesis. • distinguish between academic work and practice-oriented concepts and understand their respective requirements. • recognize the importance of scientific research and methodological rigor for analyzing problems in an academic and professional context. • prepare a presentation to present and discuss their research idea, including the research design for their bachelor's thesis, as part of the BA Camp.		

	<u>BA-Camp /SE / LV-Nr: BB44 / 5.Semester / ECTS: 1</u> The participants: • can identify a suitable topic for their thesis and narrow it down to a manageable scope. • are able to define an appropriate objective, research question, and method. • can prepare and present their ideas in an easily understandable way. • are able to critically discuss, reflect on, and thereby further develop their own ideas and those of their fellow students against the backdrop of the academic "state of the art".
Course contents	<u>Exploratory Research Methods /ILV / LV-Nr: BB41 / 5.Semester / ECTS: 3</u> • Basic principles of qualitative social research • Data collection methods in qualitative surveys and observation • Qualitative sampling procedures and content analysis • Group discussion and interview techniques • Combining methods

Course contents	<u>Academic Writing /ILV / LV-Nr: BB42 / 5.Semester / ECTS: 2</u> • Distinctive features, rules, and fundamentals of science and scholarly work • Epistemological and methodological principles of scientific research • Overview of quantitative (observation, survey, content analysis, experiment) and qualitative procedures • Appropriate use of AI when producing an academic paper • Overview of databases and other ways to find literature sources
	<u>Scientific Topics in International Business Management /SE / LV-Nr: BB43 / 5.Semester / ECTS: 2</u> • Review and deepening of key principles of academic work (methodology, research logic, source handling). • Overview of current topics, research trends, and practice-oriented questions in the field of International Business Management. • Distinction: academic thesis vs. practical concepts/projects. • Methods of finding and narrowing down a topic (from interests to a precise research question). • Developing a theoretical basis and methodological approach for one's own bachelor's thesis.
	<u>BA-Camp /SE / LV-Nr: BB44 / 5.Semester / ECTS: 1</u> • Topic development and preparation in the form of a poster and a proposal (exposé) • Presentation and discussion of a poster in small groups • Creating the poster and the proposal (exposé)
Teaching and learning methods	<u>Exploratory Research Methods /ILV / LV-Nr: BB41 / 5.Semester / ECTS: 3</u> Blended learning
	<u>Academic Writing /ILV / LV-Nr: BB42 / 5.Semester / ECTS: 2</u> Blended learning
	<u>Scientific Topics in International Business Management /SE / LV-Nr: BB43 / 5.Semester / ECTS: 2</u> Blended learning
	<u>BA-Camp /SE / LV-Nr: BB44 / 5.Semester / ECTS: 1</u> Blended learning
Evaluation Methods Criteria	<u>Exploratory Research Methods /ILV / LV-Nr: BB41 / 5.Semester / ECTS: 3</u> Portfolio assessment
	<u>Academic Writing /ILV / LV-Nr: BB42 / 5.Semester / ECTS: 2</u> Portfolio assessment
	<u>Scientific Topics in International Business Management /SE / LV-Nr: BB43 / 5.Semester / ECTS: 2</u> Portfolio assessment
	<u>BA-Camp /SE / LV-Nr: BB44 / 5.Semester / ECTS: 1</u> Portfolio assessment

Module number:	Applied Business Practice	Scope:	
BB.ABP		20	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management part-time		
Position in the curriculum	6. Semester		
Level	6. Semester: 1st study cycle, Bachelor		
Previous knowledge	6. Semester: All courses in accordance with the curriculum of the preceding semesters		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Work Placement /BPR / LV-Nr: BB45 / 6.Semester / ECTS: 20</u> • Adam, B.; Der clevere Praktikumsführer: Recherche, Bewerbung, Organisation. Redline Verlag • Brokemper, P.: Richtig beginnen in Ausbildung und Praktikum. Verlag an der Ruhr (in der aktuellen Auflage) • Langlotz: Praktikum erfolgreich! Von der ersten Idee über die richtige Bewerbung bis zum wertvollen Arbeitszeugnis und darüber hinaus. CPI books (in der aktuellen Auflage)		
Acquisition of skills	<u>Work Placement /BPR / LV-Nr: BB45 / 6.Semester / ECTS: 20</u> The participants: • apply the knowledge they have acquired in practice. • understand processes in a professional environment. • solve problems in professional projects and implement the solutions developed. • independently develop arguments, problem solutions, and strategies and refine them.		
Course contents	<u>Work Placement /BPR / LV-Nr: BB45 / 6.Semester / ECTS: 20</u> The teaching content depends on the tasks that the students perform at the placement provider. Students independently select a placement position. In doing so, they can draw on the extensive range of placement listings offered by Kufstein Tirol University of Applied Sciences. The program management checks the professional alignment of the placement activities with the study content and the qualification profiles of the program. The program management then checks whether the work placement corresponds to the training objectives of the program and whether the student can be deployed in line with their qualification level. A detailed placement guide supports students in organizing their practical semester. A minimum of 500 working hours in full-time employment must be completed.		
Teaching and learning methods	<u>Work Placement /BPR / LV-Nr: BB45 / 6.Semester / ECTS: 20</u> Professional practice		
Evaluation Methods Criteria	<u>Work Placement /BPR / LV-Nr: BB45 / 6.Semester / ECTS: 20</u> Portfolio assessment		

Module number:	Thesis Lab: Research in Action	Scope:	
BB.TRA		10	ECTS
Degree program	University of Applied Sciences Bachelor's Program International Business Management part-time		
Position in the curriculum	6. Semester		
Level	6. Semester: 1st study cycle, Bachelor		
Previous knowledge	6. Semester: None		
Blocked	no		
Participant group	A-levels and/or corresponding previous training, beginners		
Literature recommendation	<u>Bachelor's Thesis /SE / LV-Nr: BB46 / 6.Semester / ECTS: 6</u> • Ebster, Claus; Stalzer, Lieselotte.: Wissenschaftliches Arbeiten für Wirtschafts- und Sozialwissenschaftler. UTB (in der aktuellen Auflage) • Nicol, Natascha; Albrecht, Rolf: Wissenschaftliches Arbeiten mit Word. Addison Wesley (in der aktuellen Auflage) • Sowie Literatur in Abhängigkeit vom gewählten Thema der Bachelorarbeit und der gewählten Methode		
	<u>Bachelor's Thesis Seminar /SE / LV-Nr: BB46 / 6.Semester / ECTS: 4</u> • Ebster, Claus; Stalzer, Lieselotte.: Wissenschaftliches Arbeiten für Wirtschafts- und Sozialwissenschaftler. UTB (in der aktuellen Auflage) • Nicol, Natascha; Albrecht, Rolf: Wissenschaftliches Arbeiten mit Word. Addison Wesley (in der aktuellen Auflage) • Sowie Literatur in Abhängigkeit vom gewählten Thema der Bachelorarbeit und der gewählten Methode		
Acquisition of skills	<u>Bachelor's Thesis /SE / LV-Nr: BB46 / 6.Semester / ECTS: 6</u> The participants: • are able to independently collect, interpret, and critically reflect on data using a self-selected academic methodology, developing and refining arguments and problem solutions in the process. • can present results comprehensibly and in accordance with academic standards within the bachelor's thesis. • are able to organize the entire working and development process independently.		
	<u>Bachelor's Thesis Seminar /SE / LV-Nr: BB46 / 6.Semester / ECTS: 4</u> The participants: • are able to organize the entire working and development process independently. • are able to independently review, prepare, and learn knowledge from cross-connections between the study contents for the final bachelor's examination.		
Course contents	<u>Bachelor's Thesis /SE / LV-Nr: BB46 / 6.Semester / ECTS: 6</u> • Individual subject-related guidance in developing, narrowing down, and structuring the bachelor's thesis topic • Arranging and conducting supervision meetings as needed for subject-related and methodological reflection on the progress of the work • Discussion of and feedback on the status of the work, the academic approach, and the formal requirements of the bachelor's thesis		
	<u>Bachelor's Thesis Seminar /SE / LV-Nr: BB46 / 6.Semester / ECTS: 4</u> • Deepening the skills of academic work with regard to developing and implementing a research design and structuring the working process. • Regular meetings on the current status and progress of the bachelor's thesis with the accompanying academic supervision • Information on the board examination for the bachelor's degree		
Teaching and learning methods	<u>Bachelor's Thesis /SE / LV-Nr: BB46 / 6.Semester / ECTS: 6</u> Blended learning		
	<u>Bachelor's Thesis Seminar /SE / LV-Nr: BB46 / 6.Semester / ECTS: 4</u> Blended learning		
Evaluation Methods Criteria	<u>Bachelor's Thesis /SE / LV-Nr: BB46 / 6.Semester / ECTS: 6</u> Bachelor's thesis		
	<u>Bachelor's Thesis Seminar /SE / LV-Nr: BB46 / 6.Semester / ECTS: 4</u> Portfolio		

2.4 Internship

Students independently select an internship position. In doing so, they can draw on the extensive range of internship listings provided by Kufstein University of Applied Sciences in Tyrol. The program director verifies that the internship activities align with the program's curriculum and qualification profiles. Subsequently, the program administration assesses whether the professional internship aligns with the program's educational objectives and whether the student can be assigned tasks appropriate to his or her level of qualification. A detailed internship guide assists students with organizing their internship semester; the IRO and program administration are also available to students for questions and support.

Students must apply for the professional internship using a form (= job description). The form includes key information about the student and the internship supervisor, as well as the objectives and tasks/activities at the internship company. The internship is confirmed or approved by the signatures of the program administration and the internship supervisor.

The student must reflect on, document, and present the experiences and insights gained, as well as evaluate the internship site. Conversely, the internship supervisor must evaluate the student. The student must prepare an interim report, a final report, and a presentation, as well as complete an evaluation form. At the beginning of the internship, the student receives an internship guide listing the tasks to be completed. A key requirement is to compare the agreed-upon objectives with the actual outcomes achieved. The documentation prepared by the student and the supervisor is evaluated by the program director. If the achievement of the objectives and alignment with the student's skill level are not ensured, the respective internship site will be excluded from future placements. A list of internship sites and the corresponding reports are available to subsequent students via the Moodle learning platform.

2.5 Semester abroad

Since its inception, the International Business Management (Full-Time) program has required a mandatory year abroad at one of the university's partner institutions. In total, students must demonstrate a workload of 52 ECTS over two semesters at the respective partner university. To strengthen students' ties to Kufstein University of Applied Sciences Tyrol during their year abroad, enhance cohesion within the cohort, and promote the exchange of experiences among students, one course (4 ECTS) is conducted per semester abroad using e-learning methods.

As part of their preparation for studying abroad, students are provided with a list of selected institutions that are particularly well-suited to the International Business Management program. The list of institutions is based on many years of experience, combined with appropriate new additions. The courses to be taken abroad must be related to the topics of the International Business Management program (particularly in the areas of marketing, management, and finance). This ensures that students gain in-depth knowledge in the relevant subjects so that they can develop the desired competencies. Studying abroad also fosters intercultural and language skills, which are highly relevant in professional practice. In addition, students are expected to organize their stay abroad largely on their own (e.g., finding housing, obtaining the necessary documents for registration and travel to the respective country, etc.). The International Relations Office (IRO) at Kufstein University of Applied Sciences in Tyrol, in collaboration with the program, organizes an informational session in advance on the topics of "Semesters Abroad and Internships"; there is also an annual Exchange Fair. Furthermore, the IRO is available on an ongoing basis to provide guidance. Kufstein University of Applied Sciences in Tyrol has over 250 partner universities worldwide. Students list their preferred partner universities and are then assigned a spot based on a grade ranking. Furthermore, students select courses totaling 26 ECTS credits per semester. The program directors review the students' course selections for equivalence and record them in the Learning Agreement. Once approved by the program director, the Learning Agreement is signed by the IRO. At the partner university, the Learning Agreement must be countersigned by the IRO there. If there are changes to the course selection, the "Changes to the Learning Agreement" addendum must be completed and submitted immediately to the IRO in Kufstein or to the program director for approval.

Recognition of the coursework completed abroad is confirmed based on the Transcript of Records from the host university and is attached to the notification of recognition.

In the future, students in the part-time International Business Management program will also have the option, on a voluntary basis, to complete their 5th semester abroad. This opportunity is subject to the availability of spots at partner universities. Students will be informed of the necessary process in a timely manner. The procedure (particularly course selection, the Learning Agreement, and recognition) corresponds to that of the integrated study abroad program in the full-time degree program. A prerequisite is that the course content scheduled in the regular part-time program in Kufstein can also be completed at the host university and that the acquisition of comparable competencies is ensured within the standard period of study. The program will launch in the coming years as a pilot project to assess actual demand and further develop the concept. There is no legal entitlement to be assigned or to complete a semester abroad; the allocation of any available spots to part-time students will be made exclusively within the limits of available capacity and in accordance with the internal regulations of Kufstein University of Applied Sciences Tyrol.

3 ADMISSION REQUIREMENTS

Admission requirements at Kufstein University of Applied Sciences Tyrol are governed by the following provisions:

1. The general admission requirements are governed by § 4 FHG, as amended; this applies to **individuals who have obtained a general university entrance qualification**.

2. **Individuals without a high school diploma** must take an **entrance qualification examination** in accordance with § 64a of the University Act of 2002, as amended. Subject to a regulation issued by a university's rectorate, these individuals obtain general university entrance qualifications for bachelor's degree programs within a field of study group by passing the entrance qualification examination. Successful completion of the university entrance qualification examination thus entitles the student to admission to all degree programs within the field of study group for which the qualification was obtained. The university entrance qualification exam may be taken for specific fields of study in accordance with a regulation issued by a university's rectorate; for Kufstein University of Applied Sciences in Tyrol, the relevant field of study is: Social and Economic Sciences (e.g., Business Administration, Business Education, Statistics, Sociology).

Applicants who have completed a 3-year **vocational secondary school program**, completed an **apprenticeship in the dual system**, or obtained a **subject-specific German Fachhochschulreife** qualify to study at Kufstein University of Applied Sciences, Tyrol, by passing supplementary exams in German, English, and mathematics. In the case of the German Fachhochschulreife, the supplementary exam must be taken only in those of the three subjects in which the grade on the transcript is "Unsatisfactory" or lower. All supplementary exams must be successfully completed before the start of the third semester.

3. For **individuals with relevant dual vocational training, completion of an apprenticeship** in one of the following **fields**, as specified in the current announcement by the Federal Ministry of Economy, Family, and Youth, is a prerequisite for admission:

- Office, Administration, Organization
- Commerce
- Tourism and Hospitality
- Marketing & Sales

4. **Individuals who have graduated** from one of the following relevant **vocational secondary schools** with a program of at least three years' duration may also be admitted:

- Hotel Management School, Tourism School, Hospitality School
- Business schools
- Technical schools for tourism professions
- Technical schools for business professions
- Business technical school
- Technical schools for agricultural and forestry professions
- Commercial Schools

Newly emerging apprenticeship programs in similar fields must be recognized accordingly.

The **individuals listed under sections 3 and 4** must, as an admission requirement, complete **additional exams** by the start of the third semester and, if necessary, take the corresponding preparatory

courses. This is possible at the International Business School of Kufstein University of Applied Sciences in Tyrol.

The following additional exams are required for this group:

- German
- English
- Mathematics

Below is an overview of which German FOS/BOS specializations qualify as relevant admission requirements. In these cases, supplementary exams in mathematics, German, and English must be taken during the first semester (if a "Mangelhafter" or a lower grade was received in these subjects).

	IBM (BA) ft/pt
FOS	
- Technology	x
- Business & Administration	x
- Social Services	x
- Agricultural Economics, Biotechnology, and Environmental	x
- Design	x
- Health	x
- International Economics	x
BOS	
- Technology	x
- Business & Administration	x
- Social Services	x
- Agriculture, Biotechnology, and Environmental Technology	x
- Health	x
- International Business	x
For internships in relevant fields (marketing, business, administration), other fields of study may also be accepted (upon consultation with the program director).	