

Study regulations of the Master's course

International Business Management

To obtain the academic degree

Master of Arts in Business
abbreviated MA

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

Organizational form: full-time

Duration: 4 semesters

Scope: 120 ECTS

Places for beginners per academic year: 25

Version 1

Adopted by the Faculty on June 26, 2026

Program starts WS 2027/28

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1 OCCUPATIONAL PROFILES

1.1 Career opportunities

One advantage of the master's program is that it trains 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 have shown that this diversity of career opportunities aligns with actual demand in the labor market. Graduates thus 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, functions, organizational sizes, and hierarchical levels. Given the rapid pace of change in qualifications, economic structures, and corporate structures, this list is not definitive. 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 (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 staff function, support for management roles such as the board of directors 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 career opportunities available to graduates of the master'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 especially significant for the master's program—particularly with regard to the two specializations, Marketing and Finance.

Very often, graduates perform the above-mentioned roles, particularly within or for internationally active companies (start-ups, SMEs, large corporations). This also aligns with the fundamental orientation of the master's program. Thanks to their solid foundational training in economic disciplines, they are highly versatile as generalists. The knowledge they have acquired makes it easy to acquire further, subject-specific qualifications, enabling them to work as specialists later in their professional careers. This, in particular, aligns with the approach of lifelong learning in a world of constant change (e.g., AI, digitalization, etc.). Entry-level positions for graduates of the master's program in the fields mentioned above typically offer prospects for leadership roles. However, career prospects are considered very good beyond this, 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 master's 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 previous chapters.

To ensure that graduates of the program can work successfully in the professional fields listed above, students acquire a very broad range of skills over the course of the 4 semesters. The following competency profiles, including the areas of specialization, are worth noting:

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.
- intercultural sensitivity and an appreciation for an open and tolerant society.
- 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:

Guided by 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 an organization and be effective during your 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.

E. Competencies in the chosen specialization: International Corporate Finance or International Marketing Management

In addition, students acquire:

- in-depth academic insights into their chosen specialization.
- the competencies required for further academic or scholarly engagement with this topic (university dissertation, research projects, etc.)
- broader practical application opportunities in the chosen field in the context of a "specialized career."
- the ability to develop as a leader in their specialized field.

These competencies, combined with the field of specialization, form the basis for entering the workforce and the foundation for a future career as a leader. With a master's degree, graduates can also apply for a doctoral program at a university. They are highly qualified for the professional fields mentioned in the previous chapter. When the core industries (including sub-industries; approximately 20 in total) are multiplied by the core functions (including specialized functions; approximately 30 in total), this results in roughly 600 potential career fields for graduates. From this broad spectrum of career paths, the following three examples have been selected: one example from the Finance specialization, one from the Marketing specialization, and one from international public administration. This is intended to illustrate the diversity of career paths available to Master's students.

Example 1: A graduate specializing in "International Corporate Finance" begins their career in key account management at a universal bank (e.g., Unicredit Group).

<i>Professional Field of Activity</i>	<i>Responsibilities</i>	<i>Description of Competencies</i>	<i>Competency Mapping</i>	<i>Curriculum / Modules</i>
Key Account Management in the Sales Department of a Universal Bank	Customer Service and Customer Retention	Are able to design and implement customer care strategies	Business and Management	Advanced Financial Management; Applied Management Practice; Financial Management & Cost Accounting; Insights to Impact; Intercultural Teamwork; Marketing Strategy & Brand Management; Market Intelligence & Digital Innovation; Organizational Dynamics & Design; Strategic Management & AI (Parts 1–3); Teamwork, Leadership & Ethics; Thesis Lab: Research in Action
			Practical Application & Implementation Skills	Advanced Financial Management; Applied Management Practice; Applied Research & Data Analysis 1 + 2; Financial Management & Cost Accounting; Insights to Impact; Intercultural Teamwork; Marketing Strategy & Brand Management; Market Intelligence & Digital Innovation; Organizational Dynamics & Design; Strategic Management & AI (Parts 1–

<i>Professional Field of Activity</i>	<i>Responsibilities</i>	<i>Description of Competencies</i>	<i>Competency Mapping</i>	<i>Curriculum / Modules</i>
				3); Teamwork, Leadership & Ethics; Thesis Lab: Planning Research + Research in Action
		Can develop new, client-specific financing proposals—against the backdrop of current developments and challenges—(investment and financing strategies, etc.)	Specialization: International Corporate Finance	Advanced Financial Management; Applied Management Practice; Financial Management & Cost Accounting; Insights to Impact; Thesis Lab: Research in Action
			Practical Application & Implementation Skills	Advanced Financial Management; Applied Management Practice; Applied Research & Data Analysis 1 + 2; Financial Management & Cost Accounting; Insights to Impact; Intercultural Teamwork; Marketing Strategy & Brand Management; Market Intelligence & Digital Innovation; Organizational Dynamics & Design; Strategic Management & AI (Parts 1–3); Teamwork, Leadership & Ethics; Thesis Lab: Planning Research + Research in Action
			Digitalization & Sustainability Skills	Advanced Financial Management; Applied Management Practice; Insights to Impact; Market Intelligence & Digital Innovation; Strategic Management & AI (Parts 1–3); Teamwork, Leadership & Ethics; Thesis Lab: Research in Action
			Social Skills & International Competence	Intercultural Teamwork; Applied Management Practice; Strategic Management & AI (Parts 2 and 3); Insights to Impact; Teamwork, Leadership & Ethics; Thesis Lab: Research in Action
		Are able to communicate effectively with key accounts in various ways	Social Skills & International Competence	Intercultural Teamwork; Applied Management Practice; Strategic Management & AI (Parts 2 and 3); Insights to Impact; Teamwork, Leadership & Ethics; Thesis Lab: Research in Action
			Digitalization & Sustainability Competencies	Advanced Financial Management; Applied Management Practice; Insights to Impact; Market Intelligence & Digital Innovation; Strategic Management & AI (Parts 1–3); Teamwork, Leadership & Ethics; Thesis Lab: Research in Action
	Customer Acquisition and Market Development	Can KAMs identify acquisition targets and define acquisition measures	Business and Management	Advanced Financial Management; Applied Management Practice; Financial Management & Cost Accounting; Insights to Impact; Intercultural Teamwork; Marketing Strategy & Brand Management; Market Intelligence & Digital Innovation; Organizational Dynamics & Design; Strategic Management & AI (Parts 1–3); Teamwork, Leadership & Ethics; Thesis Lab: Research in Action
			Practical Application & Implementation Skills	Advanced Financial Management; Applied Management Practice; Applied Research & Data Analysis 1 + 2; Financial Management & Cost Accounting; Insights to Impact; Intercultural Teamwork; Marketing Strategy & Brand Management; Market Intelligence & Digital Innovation; Organizational Dynamics & Design; Strategic Management & AI (Parts 1–3); Teamwork, Leadership & Ethics;

<i>Professional Field of Activity</i>	<i>Responsibilities</i>	<i>Description of Competencies</i>	<i>Competency Mapping</i>	<i>Curriculum / Modules</i>
				Thesis Lab: Planning Research + Research in Action
			Specialization: International Corporate Finance	Advanced Financial Management; Applied Management Practice; Financial Management & Cost Accounting; Insights to Impact; Thesis Lab: Research in Action
		Are able to participate in and organize acquisition initiatives	Business and Management	Advanced Financial Management; Applied Management Practice; Financial Management & Cost Accounting; Insights to Impact; Intercultural Teamwork; Marketing Strategy & Brand Management; Market Intelligence & Digital Innovation; Organizational Dynamics & Design; Strategic Management & AI (Parts 1–3); Teamwork, Leadership & Ethics; Thesis Lab: Research in Action
			Practical Application & Implementation Skills	Advanced Financial Management; Applied Management Practice; Applied Research & Data Analysis 1 + 2; Financial Management & Cost Accounting; Insights to Impact; Intercultural Teamwork; Marketing Strategy & Brand Management; Market Intelligence & Digital Innovation; Organizational Dynamics & Design; Strategic Management & AI (Parts 1–3); Teamwork, Leadership & Ethics; Thesis Lab: Planning Research + Research in Action
		Are able to help shape the bank's activities related to key accounts (analysis, planning, implementation)	Specialization: International Corporate Finance	Advanced Financial Management; Applied Management Practice; Financial Management & Cost Accounting; Insights to Impact; Thesis Lab: Research in Action
			Economics and Management	Advanced Financial Management; Applied Management Practice; Financial Management & Cost Accounting; Insights to Impact; Intercultural Teamwork; Marketing Strategy & Brand Management; Market Intelligence & Digital Innovation; Organizational Dynamics & Design; Strategic Management & AI (Parts 1–3); Teamwork, Leadership & Ethics; Thesis Lab: Research in Action
	Product Development for Key Accounts	Can devise proposals for the development of general financial products for key accounts	Specialization: International Corporate Finance	Advanced Financial Management; Applied Management Practice; Financial Management & Cost Accounting; Insights to Impact; Thesis Lab: Research in Action
			Digitalization & Sustainability Skills	Advanced Financial Management; Applied Management Practice; Insights to Impact; Market Intelligence & Digital Innovation; Strategic Management & AI (Parts 1–3); Teamwork, Leadership & Ethics; Thesis Lab: Research in Action
			Economics and Management	Advanced Financial Management; Applied Management Practice; Financial Management & Cost Accounting; Insights to Impact; Intercultural Teamwork; Marketing Strategy & Brand Management; Market Intelligence & Digital Innovation; Organizational Dynamics & Design; Strategic Management & AI (Parts 1–3);

<i>Professional Field of Activity</i>	<i>Responsibilities</i>	<i>Description of Competencies</i>	<i>Competency Mapping</i>	<i>Curriculum / Modules</i>
				Teamwork, Leadership & Ethics; Thesis Lab: Research in Action

Example 2: A graduate with a focus on “International Marketing Management” starts a career in market research at a retail company (e.g., Rewe).

<i>Professional Field</i>	<i>Responsibilities</i>	<i>Competency Description</i>	<i>Competency Mapping</i>	<i>Curriculum / Modules</i>
Market Research at a Large Retail Company	Generating Information for the Database	Are able to supplement the existing database with new or adapted information	Business and Management	Advanced Financial Management; Applied Management Practice; Financial Management & Cost Accounting; Insights to Impact; Intercultural Teamwork; Marketing Strategy & Brand Management; Market Intelligence & Digital Innovation; Organizational Dynamics & Design; Strategic Management & AI (Parts 1–3); Teamwork, Leadership & Ethics; Thesis Lab: Research in Action
			Digitalization & Sustainability Skills	Advanced Financial Management; Applied Management Practice; Insights to Impact; Market Intelligence & Digital Innovation; Strategic Management & AI (Parts 1–3); Teamwork, Leadership & Ethics; Thesis Lab: Research in Action
		Can draw management conclusions from the data set (regarding procurement, marketing, etc.)	Economics and Management	Advanced Financial Management; Applied Management Practice; Financial Management & Cost Accounting; Insights to Impact; Intercultural Teamwork; Marketing Strategy & Brand Management; Market Intelligence & Digital Innovation; Organizational Dynamics & Design; Strategic Management & AI (Parts 1–3); Teamwork, Leadership & Ethics; Thesis Lab: Research in Action
			Specialization: International Marketing Management	Applied Management Practice; Insights to Impact; Marketing Strategy & Brand Management; Market Intelligence & Digital Innovation; Thesis Lab: Research in Action
	(Further) Development of the Market Research Strategy	Are able to critically evaluate the effectiveness of market research and develop proposals for optimization	Specialization: International Marketing Management	Applied Management Practice; Insights to Impact; Marketing Strategy & Brand Management; Market Intelligence & Digital Innovation; Thesis Lab: Research in Action
			Social Skills & International Competence	Intercultural Teamwork; Applied Management Practice; Strategic Management & AI (Parts 2 & 3); Insights to Impact; Teamwork, Leadership & Ethics; Thesis Lab: Research in Action
		Are able to contribute to the (further) development of the market research strategy and implement changes	Specialization: International Marketing Management	Applied Management Practice; Insights to Impact; Marketing Strategy & Brand Management; Market Intelligence & Digital Innovation; Thesis Lab: Research in Action
			Practical Application & Implementation Skills	Advanced Financial Management; Applied Management Practice; Applied Research & Data Analysis 1 + 2; Financial Management & Cost Accounting; Insights to Impact; Intercultural Teamwork; Marketing Strategy & Brand Management; Market Intelligence & Digital Innovation;

<i>Professional Field</i>	<i>Responsibilities</i>	<i>Competency Description</i>	<i>Competency Mapping</i>	<i>Curriculum / Modules</i>
				Organizational Dynamics & Design; Strategic Management & AI (Parts 1–3); Teamwork, Leadership & Ethics; Thesis Lab: Planning Research + Research in Action
	Implementation of Market Research Findings within the Company	Ability to integrate the MAFO system with other departments (Sales, Purchasing, Category Management, etc.)	Business and Management	Advanced Financial Management; Applied Management Practice; Financial Management & Cost Accounting; Insights to Impact; Intercultural Teamwork; Marketing Strategy & Brand Management; Market Intelligence & Digital Innovation; Organizational Dynamics & Design; Strategic Management & AI (Parts 1–3); Teamwork, Leadership & Ethics; Thesis Lab: Research in Action
			Specialization: International Marketing Management	Applied Management Practice; Insights to Impact; Marketing Strategy & Brand Management; Market Intelligence & Digital Innovation; Thesis Lab: Research in Action
			Digitalization & Sustainability Skills	Advanced Financial Management; Applied Management Practice; Insights to Impact; Market Intelligence & Digital Innovation; Strategic Management & AI (Parts 1–3); Teamwork, Leadership & Ethics; Thesis Lab: Research in Action
		Are able to actively contribute to the company's marketing initiatives and apply market insights derived from market research	Specialization: International Marketing Management	Applied Management Practice; Insights to Impact; Marketing Strategy & Brand Management; Market Intelligence & Digital Innovation; Thesis Lab: Research in Action
			Social Skills & International Competence	Intercultural Teamwork; Applied Management Practice; Strategic Management & AI (Parts 2 and 3); Insights to Impact; Teamwork, Leadership & Ethics; Thesis Lab: Research in Action
			Practical Application & Implementation Skills	Advanced Financial Management; Applied Management Practice; Applied Research & Data Analysis 1 + 2; Financial Management & Cost Accounting; Insights to Impact; Intercultural Teamwork; Marketing Strategy & Brand Management; Market Intelligence & Digital Innovation; Organizational Dynamics & Design; Strategic Management & AI (Parts 1–3); Teamwork, Leadership & Ethics; Thesis Lab: Planning Research + Research in Action
		Can actively contribute to ensuring that MAFO is perceived as a genuine and value-adding unit within the company	Business and Management	Advanced Financial Management; Applied Management Practice; Financial Management & Cost Accounting; Insights to Impact; Intercultural Teamwork; Marketing Strategy & Brand Management; Market Intelligence & Digital Innovation; Organizational Dynamics & Design; Strategic Management & AI (Parts 1–3); Teamwork, Leadership & Ethics; Thesis Lab: Research in Action
			Practical Application & Implementation Skills	Advanced Financial Management; Applied Management Practice; Applied Research & Data Analysis 1 + 2; Financial Management & Cost Accounting; Insights to Impact; Intercultural Teamwork; Marketing Strategy & Brand Management; Market Intelligence & Digital Innovation; Organizational Dynamics & Design;

<i>Professional Field</i>	<i>Responsibilities</i>	<i>Competency Description</i>	<i>Competency Mapping</i>	<i>Curriculum / Modules</i>
				Strategic Management & AI (Parts 1–3); Teamwork, Leadership & Ethics; Thesis Lab: Planning Research + Research in Action

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

<i>Professional Field</i>	<i>Responsibilities</i>	<i>Competency Description</i>	<i>Competency Mapping</i>	<i>Curriculum / Modules</i>
International Procurement in Public Administration	International Focus of Procurement	Are able to engage in dialogue with procurement agencies in other countries and find joint solutions	Economics and Management	Advanced Financial Management; Applied Management Practice; Financial Management & Cost Accounting; Insights to Impact; Intercultural Teamwork; Marketing Strategy & Brand Management; Market Intelligence & Digital Innovation; Organizational Dynamics & Design; Strategic Management & AI (Parts 1–3); Teamwork, Leadership & Ethics; Thesis Lab: Research in Action
			Social Skills & International Competence	Intercultural Teamwork; Applied Management Practice; Strategic Management & AI (Parts 2 and 3); Insights to Impact; Teamwork, Leadership & Ethics; Thesis Lab: Research in Action
		Can actively contribute to the establishment and further development of a procurement network	Practical Application & Implementation Skills	Advanced Financial Management; Applied Management Practice; Applied Research & Data Analysis 1 + 2; Financial Management & Cost Accounting; Insights to Impact; Intercultural Teamwork; Marketing Strategy & Brand Management; Market Intelligence & Digital Innovation; Organizational Dynamics & Design; Strategic Management & AI (Parts 1–3); Teamwork, Leadership & Ethics; Thesis Lab: Planning Research + Research in Action
			Social Skills & International Competence	Intercultural Teamwork; Applied Management Practice; Strategic Management & AI (Parts 2 and 3); Insights to Impact; Teamwork, Leadership & Ethics; Thesis Lab: Research in Action
	Management of Suppliers and the Supplier System	Are able to manage (international) suppliers (in terms of quality, deadlines, and costs) and thus contribute to economic optimization	Economics and Management	Advanced Financial Management; Applied Management Practice; Financial Management & Cost Accounting; Insights to Impact; Intercultural Teamwork; Marketing Strategy & Brand Management; Market Intelligence & Digital Innovation; Organizational Dynamics & Design; Strategic Management & AI (Parts 1–3); Teamwork, Leadership & Ethics; Thesis Lab: Research in Action
			Digitalization & Sustainability Skills	Advanced Financial Management; Applied Management Practice; Insights to Impact; Market Intelligence & Digital Innovation; Strategic Management & AI (Parts 1–3); Teamwork,

<i>Professional Field</i>	<i>Responsibilities</i>	<i>Competency Description</i>	<i>Competency Mapping</i>	<i>Curriculum / Modules</i>
				Leadership & Ethics; Thesis Lab: Research in Action
		Are able to establish or further develop a supplier management system	Practical Application & Implementation Skills	Advanced Financial Management; Applied Management Practice; Applied Research & Data Analysis 1 + 2; Financial Management & Cost Accounting; Insights to Impact; Intercultural Teamwork; Marketing Strategy & Brand Management; Market Intelligence & Digital Innovation; Organizational Dynamics & Design; Strategic Management & AI (Parts 1–3); Teamwork, Leadership & Ethics; Thesis Lab: Planning Research + Research in Action
			Specialization: International Marketing Management	Applied Management Practice; Insights to Impact; Marketing Strategy & Brand Management; Market Intelligence & Digital Innovation; Thesis Lab: Research in Action
	Process Optimization in Procurement	Can critically evaluate processes in purchasing and procurement logistics and develop proposals for continuous improvement	Economics and Management	Advanced Financial Management; Applied Management Practice; Financial Management & Cost Accounting; Insights to Impact; Intercultural Teamwork; Marketing Strategy & Brand Management; Market Intelligence & Digital Innovation; Organizational Dynamics & Design; Strategic Management & AI (Parts 1–3); Teamwork, Leadership & Ethics; Thesis Lab: Research in Action
			Specialization: International Corporate Finance	Advanced Financial Management; Applied Management Practice; Financial Management & Cost Accounting; Insights to Impact; Thesis Lab: Research in Action
		Are able to contribute to the digital transformation of procurement (with a business focus)	Digitalization & Sustainability Competencies	Advanced Financial Management; Applied Management Practice; Insights to Impact; Market Intelligence & Digital Innovation; Strategic Management & AI (Parts 1–3); Teamwork, Leadership & Ethics; Thesis Lab: Research in Action
			Economics and Management	Advanced Financial Management; Applied Management Practice; Financial Management & Cost Accounting; Insights to Impact; Intercultural Teamwork; Marketing Strategy & Brand Management; Market Intelligence & Digital Innovation; Organizational Dynamics & Design; Strategic Management & AI (Parts 1–3); Teamwork, Leadership & Ethics; Thesis Lab: Research in Action

2 CURRICULUM

2.1 Curriculum data

	FT	Any Comments
First Year of Study (YYYY/MM ₊₁)	2027/28	
Standard duration of study (Number of semesters)	4	
SWS (Total for all semesters)	57.5	
ASWS (Total for all semesters)	78	
ECTS (Total for all semesters)	120	
Winter Semester Start (Date, Note: possibly calendar week)	Calendar Week 40	
Winter semester end (Date, Note: possibly calendar week)	Calendar Week 5	
Start of summer semester (Date, Note: possibly calendar week)	Calendar Week 11	
End of semester (Date, Note: possibly calendar week)	Calendar Week 28	
Winter Semester Weeks	15	
SS weeks	15	
Mandatory semester abroad (Semester specification)	No	
Language of Instruction (Specify)	English	
Professional Internship (Semester, duration in weeks per semester)	No	

2.2 Curriculum matrix

The curriculum matrix for the Master's program in International Business Management is presented below. The time commitment for supervising Master's theses is not included in the following overview of courses. Here, 0.6 SWS is allocated per supervised thesis; that is, with 25 accredited study places, this results in an additional ASWS workload of 15 ASWS. This brings the total ASWS workload to 93 ASWS over all 4 semesters, including Master's thesis supervision.

The 22 ECTS credits for the master's thesis are divided into 20 ECTS credits for the thesis itself and 2 ECTS credits for the final examination before a committee.

1. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
MV01	Teambuilding & Teamwork	UE		X	1	2	2	30	MV.ICT	1
MV02	Global Leadership and Cultural Intelligence	ILV		X	2	1	2	30	MV.ICT	3
MV03	Digital Transformation & Artificial Intelligence 1: Organizations & Environment	ILV		X	2	1	2	30	MV.SM1	4
MV04	Management & Strategy I: Fundamentals	ILV		X	3	1	3	45	MV.SM1	4
MV05	Research Methods 1: Qualitative Analysis	ILV		X	2	1	2	30	MV.AR1	4
MV06	Research Methods 2: Quantitative Analysis	ILV		X	2	1	2	30	MV.AR1	4
MV07	Corporate Finance (WP)*	ILV		X	2.5	2	5.0	75.0	MV.FM1	4
MV08	Applied Financial Management (WP)*	ILV		X	2	2	4	60	MV.FM1	3
MV09	International Accounting 1 (WP)*	ILV		X	2	2	4	60	MV.FM1	3
MV10	Applied Marketing Mix (WP)*	ILV		X	2.5	2	5.0	75.0	MV.MM1	4
MV11	Strategic Marketing (WP)*	ILV		X	2	2	4	60	MV.MM1	3
MV12	Global Brand Management (WP)*	ILV		X	2	2	4	60	MV.MM1	3
Total line:					18.5		26.0	390.0		30
Course hours = Total WSH x course weeks					277.5					

2. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
MV13	Establishing Teamwork	UE		X	1	1	1	15	MV.TLE	1
MV14	Study Trip: Integrated Excursion Project	ILV		X	2	1	2	30	MV.TLE	3
MV15	Sustainable Business and Ethical Leadership	ILV		X	2	1	2	30	MV.TLE	3
MV16	Digital Transformation & Artificial Intelligence 2: Management & Application	ILV		X	2	1	2	30	MV.SM2	3
MV17	Management & Strategy 2: Application	ILV		X	3	1	3	45	MV.SM2	5
MV18	Strategic Thinking in Action	UE		X	1	1	1	15	MV.SM2	2
MV19	Research Methods 3: Advanced Quantitative Analysis	ILV		X	2	1	2	30	MV.AR2	3
MV20	Advanced Corporate Finance (WP)*	ILV		X	3	2	6	90	MV.FM2	4
MV21	International Accounting 2 (WP)*	ILV		X	2	2	4	60	MV.FM2	3
MV22	Contemporary Issues in Finance (WP)*	ILV		X	2	2	4	60	MV.FM2	3
MV23	Market & Customer Analysis (WP)*	ILV		X	3	2	6	90	MV.MM2	4
MV24	Digital Marketing (WP)*	ILV		X	2	2	4	60	MV.MM2	3
MV25	Contemporary Issues in Marketing (WP)*	ILV		X	2	2	4	60	MV.MM2	3
Total line:					20		27	405		30
Course hours = Total WSH x course weeks					300					

3. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
MV26	Management & Strategy 3: Global Market Expansion Strategy and Execution	ILV		X	2	1	2	30	MV.SM3	4
MV27	Digital Transformation & Artificial Intelligence 3: Business, Governance & Policy in the Digital Age	ILV		X	2	1	2	30	MV.SM3	4
MV28	Applied Organizational Sociology & Change Management	ILV		X	2	1	2	30	MV.ODD	3
MV29	Applied Organizational Psychology & Culture	ILV		X	2	1	2	30	MV.ODD	3
MV30	Elective – International Business Management	ILV		X	1	1	1	15	MV.AMP	2
MV31	Case Studies in Management	SE		X	2	1	2	30	MV.AMP	3
MV32	Integrated Company Project	PT		X	2	2	4	60	MV.AMP	5
MV33	Academic Writing	ILV		X	1	1	1	15	MV.TPR	2
MV34	MA-Camp	SE		X	0.5	6	3.0	45.0	MV.TPR	1
MV35	Connecting Research Methods & Scientific Articles	ILV		X	2	1	2	30	MV.TPR	3
Total line:					16.5		21.0	315.0		30
Course hours = Total WSH x course weeks					247.5					

4. Semester

Course no.	Course title	LV-Typ	T	E	WSH	No. of groups	ASWS	ALVS	MODUL	ECTS
MV36	Theory & Practice Transfer	UE		X	0	1	0	0	MV.ITI	2
MV37	Finance Lab: Fintech, Investments & AI Use (WP)*	UE		X	1.5	2	3.0	45.0	MV.ITI	4
MV38	Marketing Lab (WP)*	UE		X	1.5	2	3.0	45.0	MV.ITI	4
MV39	Colloquium Master Thesis	SE		X	1	1	1	15	MV.TRA	2
MV40	Master Thesis	SE		X	0	1	0	0	MV.TRA	22*
Total line:					2.5		4.0	60.0		30
Course hours = Total WSH x course weeks					37.5					

* The 22 ECTS credits for the master's thesis are divided into 20 ECTS credits for the thesis itself and 2 ECTS credits for the final oral examination.

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	57.5	78	1170	120
Total number of courses in 1st year of study	38.5	53	795	60
Total number of courses in 2nd year of study	19	25	375	60
Total number of courses in 3rd year of study				
Total number of technical events over all semesters				
Percentage of technical courses over all semesters based on WSH / ECTS				
Total number of specialized courses in English over all semesters	57.5			120
Proportion of specialized courses in English over all semesters (Calculation excluding language courses)	100 %			100 %

2.3 Modularization

Module number:	Applied Research & Data Analysis 1	Scope:	
		8	ECTS
Degree program	University of Applied Sciences Master's Program International Business Management full-time		
Position in the curriculum	1. Semester		
Level	1. Semester: Second cycle, master's		
Previous knowledge	1. Semester: None		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Research Methods 1: Qualitative Analysis /ILV / LV-Nr: MV05 / 1.Semester / ECTS: 4</u> • Maison, Dominika: Qualitative Marketing Research: Understanding Consumer Behaviour. Routledge (latest edition) • Merriam, Sharan B.: Qualitative Research: A Guide to Design and Implementation. John Wiley & Sons (latest edition) • Myers, Michael David: Qualitative Research in Business and Management. SAGE (latest edition)		
	<u>Research Methods 2: Quantitative Analysis /ILV / LV-Nr: MV06 / 1.Semester / ECTS: 4</u> • Charry, K.; Coussement, K.; Demoulin, N.: & Heuvinck, N.: Marketing research with IBM® SPSS statistics: a practical guide. Routledge. (latest edition) • Field, A.: Discovering statistics using IBM SPSS statistics. Sage publications limited (latest edition) • Sallis, J. E.; Gripsrud, G.; Olsson, U. H.; & Silkoset, R.: Research methods and data analysis for business decisions. Springer International Publishing (latest edition)		
Acquisition of skills	<u>Research Methods 1: Qualitative Analysis /ILV / LV-Nr: MV05 / 1.Semester / ECTS: 4</u> The participants: • can design and implement expert interviews and group discussions. • can explain and apply qualitative analysis techniques such as interpretive text analysis, hermeneutics or grounded theory. • can create questionnaires based on theoretical concepts and generate a suitable survey design. • can discuss the potential and limitations of qualitative procedures and relate them to quantitative methods. • are able to assess the possibilities for combining qualitative and quantitative procedures and to implement them in practice.		
	<u>Research Methods 2: Quantitative Analysis /ILV / LV-Nr: MV06 / 1.Semester / ECTS: 4</u> The participants: • can explain basic statistical concepts and apply them to a data set. • can extract information from data sets and visualize it graphically using suitable charts. • can select suitable descriptive and inferential statistical methods, carry them out correctly and interpret the results critically. • can use common software tools (e.g., R, Python, SPSS) to prepare data sets and analyze them for business questions. • are able to design and implement their own empirical analyses.		
Course contents	<u>Research Methods 1: Qualitative Analysis /ILV / LV-Nr: MV05 / 1.Semester / ECTS: 4</u> • Expert interviews and group discussions • Data collection methods in qualitative surveys and observation • Qualitative sampling procedures and content analysis • Interpretive text analysis and grounded theory • Combining theoretical concepts with survey design • Mixed-methods approaches		
	<u>Research Methods 2: Quantitative Analysis /ILV / LV-Nr: MV06 / 1.Semester / ECTS: 4</u> • Descriptive statistics and inferential statistics • Data types and data analysis • Information gathering and visualization • Identification and interpretation of statistical instruments • Implementation of analyses with statistical software		
Teaching and learning methods	<u>Research Methods 1: Qualitative Analysis /ILV / LV-Nr: MV05 / 1.Semester / ECTS: 4</u> Blended Learning		
	<u>Research Methods 2: Quantitative Analysis /ILV / LV-Nr: MV06 / 1.Semester / ECTS: 4</u> Blended Learning		
Evaluation Methods Criteria	<u>Research Methods 1: Qualitative Analysis /ILV / LV-Nr: MV05 / 1.Semester / ECTS: 4</u>		

	Portfolio assessment
	<u>Research Methods 2: Quantitative Analysis /ILV / LV-Nr: MV06 / 1.Semester / ECTS: 4</u>
	Portfolio assessment

Module number:	Intercultural Teamwork	Scope:	
MV.ICT		4	ECTS
Degree program	University of Applied Sciences Master's Program International Business Management full-time		
Position in the curriculum	1. Semester		
Level	1. Semester: Second cycle, master's		
Previous knowledge	1. Semester: None		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Teambuilding & Teamwork /UE / LV-Nr: MV01 / 1.Semester / ECTS: 1</u> • Coryell, Eric: Revolutionize Teamwork: How to Create and Lead Accountable Teams. Simple Truth (latest edition) • Dietrich, Peter (2022): Effective Teams. Making Division of Labour effective and increasing Performance. University of Applied Sciences Kufstein Tirol. Kufstein (improve - Praxisletter, 41)		
	<u>Global Leadership and Cultural Intelligence /ILV / LV-Nr: MV02 / 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) • Aktuelle Artikel aus Fachzeitschriften		
Acquisition of skills	<u>Teambuilding & Teamwork /UE / LV-Nr: MV01 / 1.Semester / ECTS: 1</u> The participants: • can formulate, reflect on and adapt their personal goals and ways of working within a team context • are able to orient themselves in their new role as students at the university and to realistically assess expectations and requirements • 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 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 work and learning contexts and develop measures to promote discrimination-free, gender-inclusive collaboration		
	<u>Global Leadership and Cultural Intelligence /ILV / LV-Nr: MV02 / 1.Semester / ECTS: 3</u> The participants: • can recognize the relevance of cross-cultural management for international companies and organizations. • understand cross-cultural dynamics at a strategic level. • can critically reflect on their own cultural background. • develop and apply cross-cultural competencies. • develop a considered attitude toward cultural diversity.		
Course contents	<u>Teambuilding & Teamwork /UE / LV-Nr: MV01 / 1.Semester / ECTS: 1</u> • Understanding 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, 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 • Developing joint initiatives and concrete measures to promote an inclusive team and cohort culture		
	<u>Global Leadership and Cultural Intelligence /ILV / LV-Nr: MV02 / 1.Semester / ECTS: 3</u> • Cultural theories and cross-cultural models (Hofstede, Trompenaars, etc.) • In-depth engagement with cross-cultural management approaches and current research (GLOBE study, cultural intelligence, etc.) • Analysis of the impact of cultural differences on strategic decisions, leadership and organizational culture • Cross-cultural dynamics and challenges in virtual, globally distributed teams • Conflict management in cross-cultural contexts		
Teaching and learning methods	<u>Teambuilding & Teamwork /UE / LV-Nr: MV01 / 1.Semester / ECTS: 1</u> Blended Learning		

	<u>Global Leadership and Cultural Intelligence /ILV / LV-Nr: MV02 / 1.Semester / ECTS: 3</u> Blended Learning
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Evaluation Methods Criteria	<u>Teambuilding & Teamwork /UE / LV-Nr: MV01 / 1.Semester / ECTS: 1</u> Portfolio assessment
	<u>Global Leadership and Cultural Intelligence /ILV / LV-Nr: MV02 / 1.Semester / ECTS: 3</u> Portfolio assessment

Module number:	Strategic Management & AI (part 1)	Scope:	
MV.SM1		8	ECTS
Degree program	University of Applied Sciences Master's Program International Business Management full-time		
Position in the curriculum	1. Semester		
Level	1. Semester: Second cycle, master's		
Previous knowledge	1. Semester: None		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Digital Transformation & Artificial Intelligence 1: Organizations & Environment /ILV / LV-Nr: MV03 / 1.Semester /</u> - Alt, R. & Hess, T.: Digital Business: Grundlagen, Geschäftsmodelle und Konzepte der digitalen Transformation, Springer Gabler (latest edition) 1-2 Articles from academic journals		
	<u>Management & Strategy I: Fundamentals /ILV / LV-Nr: MV04 / 1.Semester / ECTS: 4</u> - Harvard Business Review Press, HBR`s 10 Must Reads on Strategy, Boston: HBR Press (in der aktuellen Auflage) - Malik, Fredmund: Strategy. Campus (in der aktuellen Auflage) - Mintzberg, Henry et al.: Strategy Safari. FT Press (in der aktuellen Auflage) 1-2 Articles from academic journals		
Acquisition of skills	<u>Digital Transformation & Artificial Intelligence 1: Organizations & Environment /ILV / LV-Nr: MV03 / 1.Semester /</u> The participants: - can explain the differences between digitization, digitalization and digital transformation. - develop a basic understanding of the interactions between organization, technology and the corporate environment. - identify external drivers of digital transformation. - reflect on opportunities and risks for companies and society.		
	<u>Management & Strategy I: Fundamentals /ILV / LV-Nr: MV04 / 1.Semester / ECTS: 4</u> The participants: - consolidate, deepen and reflect on the most important strategic theories and approaches from their previous studies (in order to align existing, differing qualification levels). - understand the relationship between strategy, structure, culture and management based on the St. Gallen Management Model and management cybernetics. - reflect on the fundamentals of transformation and innovation management. - are able to design and manage strategic processes (analysis, planning, implementation and review).		
Course contents	<u>Digital Transformation & Artificial Intelligence 1: Organizations & Environment /ILV / LV-Nr: MV03 / 1.Semester /</u> - Positioning of digitization, digitalization and digital transformation - Introduction to the fundamentals of digital transformation and artificial intelligence (AI) - Impact on organizations and industry structures - Overview of digital ecosystems, the platform economy and network effects - Impact on companies		
	<u>Management & Strategy I: Fundamentals /ILV / LV-Nr: MV04 / 1.Semester / ECTS: 4</u> - Core topics, theories and models of strategic management - Strategy in the context of the St. Gallen Management Model and management cybernetics - Fundamentals of transformation and innovation management - Leadership processes related to strategy (analysis, planning and implementation methods)		
Teaching and learning methods	<u>Digital Transformation & Artificial Intelligence 1: Organizations & Environment /ILV / LV-Nr: MV03 / 1.Semester /</u> Blended Learning		
	<u>Management & Strategy I: Fundamentals /ILV / LV-Nr: MV04 / 1.Semester / ECTS: 4</u> Blended Learning		
Evaluation Methods Criteria	<u>Digital Transformation & Artificial Intelligence 1: Organizations & Environment /ILV / LV-Nr: MV03 / 1.Semester /</u> Portfolio assessment		
	<u>Management & Strategy I: Fundamentals /ILV / LV-Nr: MV04 / 1.Semester / ECTS: 4</u> Portfolio assessment		

Module number:	Financial Management & Cost Accounting	Scope:	
MV.FM1		10	ECTS
Degree program	University of Applied Sciences Master's Program International Business Management full-time		
Position in the curriculum	1. Semester		
Level	1. Semester: Second cycle, master's		
Previous knowledge	1. Semester: Course: Corporate Finance / 1. Semester: None		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Corporate Finance (WP)* /ILV / LV-Nr: MV07 / 1.Semester / ECTS: 4</u> • Berk, Jonathan; DeMarzo, Peter: Corporate Finance. Pearson (latest edition) • Kaiser, Kevin; Young, David S. (2009): Need Cash? Look Inside Your Company. Harvard Business Review May 2009, 64-71. • Harvard Business Cases (e.g. Winfield Refuse Management (HBS 5-913-531))		
	<u>Applied Financial Management (WP)* /ILV / LV-Nr: MV08 / 1.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) • Harvard Business Cases (e.g. Anandam Manufacturing Company (HBS W16204-PDF-ENG), Generating Higher Value at IBM (HBS 215058-PDF-ENG), Amazon: The Brink of Bankruptcy (HBS 809014-PDF-ENG)) • Jahresberichte von ATX-, DAX- and S&P 500 Indices-Firmen		
	<u>International Accounting 1 (WP)* /ILV / LV-Nr: MV09 / 1.Semester / ECTS: 3</u> • Harrison, Walter T.; Horngren, Charles T.; Thomas, C. William & Tietz, Wendy M.: Financial Accounting. Pearson (latest international edition) • IFRS Standards via http://www.ifrs.org/		
Acquisition of skills	<u>Corporate Finance (WP)* /ILV / LV-Nr: MV07 / 1.Semester / ECTS: 4</u> The participants: • are able to build up and apply subject-specific knowledge relating to different financing options for start-ups and companies on international financial markets as well as private financing. • can carry out ratio analyses of companies and monitor companies' liquidity management. • compare companies analytically from a cost-effectiveness perspective. • analyze practical cases using digital tools. • are able to critically reflect on their results and place them in a broader context.		
	<u>Applied Financial Management (WP)* /ILV / LV-Nr: MV08 / 1.Semester / ECTS: 3</u> The participants: • expand their financial knowledge, in particular relating to financing and investment decisions, ratio analysis and liquidity management, and apply it in practice using business cases. • compare and evaluate companies from a cost-effectiveness perspective based on financial statements and annual reports. • are able to analyze practical cases in detail. • are able to critically reflect on their results and place them in a broader context.		
	<u>International Accounting 1 (WP)* /ILV / LV-Nr: MV09 / 1.Semester / ECTS: 3</u> The participants: • build up their basic knowledge of international financial reporting under IFRS and apply it to a company's fixed and current assets. • learn about setting up an effective internal control system within a company and about the efficient management of cash, receivables and inventories. • analyze simple financial statements and prepare such statements step by step themselves. • analyze simple practical cases. • are able to critically reflect on their results and place them in a broader context.		
Course contents	<u>Corporate Finance (WP)* /ILV / LV-Nr: MV07 / 1.Semester / ECTS: 4</u> • Financing options for start-ups and established companies on international capital markets and from private intermediaries • Ratio analysis and comparison of companies from a cost-effectiveness perspective • Working capital management • Ensuring corporate liquidity		
	<u>Applied Financial Management (WP)* /ILV / LV-Nr: MV08 / 1.Semester / ECTS: 3</u>		

	• Financing and investment decisions • Ratio analysis and liquidity management • Analysis of financial statements from a cost-effectiveness perspective • Practical case analysis using digital tools
	<u>International Accounting 1 (WP)* /ILV / LV-Nr: MV09 / 1.Semester / ECTS: 3</u> • Fundamentals of international financial reporting under IFRS (cash, receivables, inventories, fixed assets) • Analysis of financial statements • Analysis of practical cases

Teaching and learning methods	<u>Corporate Finance (WP)* /ILV / LV-Nr: MV07 / 1.Semester / ECTS: 4</u> Blended Learning
	<u>Applied Financial Management (WP)* /ILV / LV-Nr: MV08 / 1.Semester / ECTS: 3</u> Blended Learning
	<u>International Accounting 1 (WP)* /ILV / LV-Nr: MV09 / 1.Semester / ECTS: 3</u> Blended Learning
Evaluation Methods Criteria	<u>Corporate Finance (WP)* /ILV / LV-Nr: MV07 / 1.Semester / ECTS: 4</u> Portfolio assessment
	<u>Applied Financial Management (WP)* /ILV / LV-Nr: MV08 / 1.Semester / ECTS: 3</u> Portfolio assessment
	<u>International Accounting 1 (WP)* /ILV / LV-Nr: MV09 / 1.Semester / ECTS: 3</u> Portfolio assessment

Module number:	Marketing Strategy & Brand Management	Scope:	
MV.MM1		10	ECTS
Degree program	University of Applied Sciences Master's Program International Business Management full-time		
Position in the curriculum	1. Semester		
Level	1. Semester: Second cycle, master's		
Previous knowledge	1. Semester: None		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Applied Marketing Mix (WP)* /ILV / LV-Nr: MV10 / 1.Semester / ECTS: 4</u> • Kotler, Philipp et al.: Marketing Management. Pearson (latest edition) • Hollensen, Svend: Marketing Planning. Pearson (latest edition) • 1-2 current journal articles (z.B. Accenture Life Trends, Influencer Benchmarking Report)		
	<u>Strategic Marketing (WP)* /ILV / LV-Nr: MV11 / 1.Semester / ECTS: 3</u> • Ferrell, O. C. et al.: Marketing Strategy, Cengage. (in der aktuellen Auflage) • 1-2 aktuelle Journal Artikel (e.g., American Marketing Journal, Marketing Review St. Gallen)		
	<u>Global Brand Management (WP)* /ILV / LV-Nr: MV12 / 1.Semester / ECTS: 3</u> • Altstiel, T., et al.: Advertising Creative: Strategy, Copy, Design, Sage (jeweils in der aktuellen Auflage) • Ind, N. & Oriol, I.: Brand desire: How to create consumer involvement and inspiration, London: Bloomsbury • Minsky, L, et al.: Global Brand Management: Kogan Page		
Acquisition of skills	<u>Applied Marketing Mix (WP)* /ILV / LV-Nr: MV10 / 1.Semester / ECTS: 4</u> The participants: • explain the instruments of the marketing mix for products (4P/4C) and classify their use in specific practical situations. • apply the specific elements of the marketing mix for services (7P/7C) and transfer them to real application contexts. • present the selection, planning and budgeting of individual marketing mix instruments and explain the underlying decision-making logic. • design a marketing plan for a selected sub-discipline based on key marketing mix factors and develop it in a structured manner. • develop purpose-driven marketing campaigns and structure them with regard to objectives, measures and target group communication. • analyze the strategic effects of individual marketing measures and evaluate them critically. • systematically compare different marketing mix measures and assess their suitability in context.		
	<u>Strategic Marketing (WP)* /ILV / LV-Nr: MV11 / 1.Semester / ECTS: 3</u> The participants: • derive operational marketing objectives from overarching corporate objectives based on a well-founded actual-state analysis and formulate them in a structured manner. • analyze marketing strategies along the marketing mix factors and explain how these contribute to achieving defined marketing objectives. • describe relevant key performance indicators for controlling marketing objectives and apply them systematically to measure success. • evaluate case studies based on defined criteria and interpret developed competitor analyses with regard to strategic implications. • analyze vision and mission statements and derive well-founded recommendations for marketing action from them. • develop a SWOT analysis based on a situation analysis, the customer environment and the competitive situation, define marketing objectives based on this and interpret the marketing plan derived from it.		
	<u>Global Brand Management (WP)* /ILV / LV-Nr: MV12 / 1.Semester / ECTS: 3</u> The participants: • understand the key principles of brand management in a global context. • recognize the differences between brand, logo and storytelling. • understand global consumer behavior and cultural influences on brand management. • recognize global challenges in brand management and are able to respond to them, including ethical considerations, crises and competition. • develop global brand strategies, including positioning and differentiation. • identify brand archetypes and correlate them with the brand's activities.		
Course contents	<u>Applied Marketing Mix (WP)* /ILV / LV-Nr: MV10 / 1.Semester / ECTS: 4</u>		

	• Current talks by external experts on specialist topics such as media planning, SEO, PR, ESG, market research, etc.) • Customer segmentation (Classic/Sinus Milieus/Limbic Map) • Positioning with Cube • Omnichannel marketing • Online marketing (website marketing – banner advertising – online video advertising – email marketing – SEM – mobile marketing – SMM – smart TV advertising) • Paid/owned/earned media • Color Emotion Guide • Social listening • ROI/RFM
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Course contents	• Brand ambassadors • New marketing perspectives
	<u>Strategic Marketing (WP)* /ILV / LV-Nr: MV11 / 1.Semester / ECTS: 3</u> • Marketing in today's world • Strategic marketing planning • Gathering and analyzing marketing information • Developing competitive advantages • Customer segmentation • Ethics and social responsibility in marketing strategy • Implementing and controlling marketing measures • Developing long-term customer retention measures
	<u>Global Brand Management (WP)* /ILV / LV-Nr: MV12 / 1.Semester / ECTS: 3</u> • Definition and delineation of the term brand • Brand positioning (USP/SVP) • Brand strategy (values, rules) • Creative process (storytelling) • Brand book (color scheme, typography, logo) • Neuromarketing • Performance measurement (BCG, Havas) • International vs. local marketing
Teaching and learning methods	<u>Applied Marketing Mix (WP)* /ILV / LV-Nr: MV10 / 1.Semester / ECTS: 4</u> Blended Learning
	<u>Strategic Marketing (WP)* /ILV / LV-Nr: MV11 / 1.Semester / ECTS: 3</u> Blended Learning
	<u>Global Brand Management (WP)* /ILV / LV-Nr: MV12 / 1.Semester / ECTS: 3</u> Blended Learning
Evaluation Methods Criteria	<u>Applied Marketing Mix (WP)* /ILV / LV-Nr: MV10 / 1.Semester / ECTS: 4</u> Portfolio assessment
	<u>Strategic Marketing (WP)* /ILV / LV-Nr: MV11 / 1.Semester / ECTS: 3</u> Portfolio assessment
	<u>Global Brand Management (WP)* /ILV / LV-Nr: MV12 / 1.Semester / ECTS: 3</u> Portfolio assessment

Module number:	Applied Research & Data Analysis 2	Scope:	
MV.AR2		3	ECTS
Degree program	University of Applied Sciences Master's Program International Business Management full-time		
Position in the curriculum	2. Semester		
Level	2. Semester: Second cycle, master's		
Previous knowledge	2. Semester: none		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Research Methods 3: Advanced Quantitative Analysis /ILV / LV-Nr: MV19 / 2.Semester / ECTS: 3</u> • Field, A.: Discovering statistics using IBM SPSS statistics. Sage publications limited (latest edition) • Sallis, J. E.; Gripsrud, G.; Olsson, U. H.; & Silkoset, R.: Research methods and data analysis for business decisions. Springer International Publishing (latest edition) • Wooldridge, J. M.: Introductory econometrics a modern approach. South-Western cengage learning (latest edition)		
Acquisition of skills	<u>Research Methods 3: Advanced Quantitative Analysis /ILV / LV-Nr: MV19 / 2.Semester / ECTS: 3</u> The participants: • are able to distinguish causal relationships from mere correlations and to develop empirical research designs accordingly in order to enable robust statements about cause-and-effect relationships. • can implement and interpret multivariate methods of regression analysis. • can translate research questions from business practice into a model framework and test them through hypothesis formation. • can explain the standard model of OLS regression and critically reflect on the limitations and potential of results. • are able to use statistical software such as SPSS or R to carry out empirical analyses independently.		
Course contents	<u>Research Methods 3: Advanced Quantitative Analysis /ILV / LV-Nr: MV19 / 2.Semester / ECTS: 3</u> • The difference between correlation and causality • Multivariate procedures and OLS regression • Estimating coefficients with hypothesis testing • Interpreting indicators of model goodness of fit • Implementing regression analysis with the statistical software SPSS or R		
Teaching and learning methods	<u>Research Methods 3: Advanced Quantitative Analysis /ILV / LV-Nr: MV19 / 2.Semester / ECTS: 3</u> Blended Learning		
Evaluation Methods Criteria	<u>Research Methods 3: Advanced Quantitative Analysis /ILV / LV-Nr: MV19 / 2.Semester / ECTS: 3</u> Portfolio assessment		

Module number:	Advanced Financial Management	Scope:	
MV.FM2		10	ECTS
Degree program	University of Applied Sciences Master's Program International Business Management full-time		
Position in the curriculum	2. Semester		
Level	2. Semester: Second cycle, master's		
Previous knowledge	2. Semester: - / 2. Semester: Course: International Accounting I		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Advanced Corporate Finance (WP)* /ILV / LV-Nr: MV20 / 2.Semester / ECTS: 4</u> • Berk, Jonathan; DeMarzo, Peter: Corporate Finance. Pearson (latest edition) • Harvard Business Cases (e.g. Massey Ferguson (HBS 9-282-043), Tottenham Hotspur (HBS 9-209-059))		
	<u>International Accounting 2 (WP)* /ILV / LV-Nr: MV21 / 2.Semester / ECTS: 3</u> • 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		
	<u>Contemporary Issues in Finance (WP)* /ILV / LV-Nr: MV22 / 2.Semester / ECTS: 3</u> • Berk, Jonathan; DeMarzo, Peter: Corporate Finance. Pearson (latest edition) • Wooldridge, Jeffrey: Introductory Econometrics: A Modern Approach. Thomson South-Western (latest edition) • Various materials and articles from the Financial Management Journal and Review of Finance		
Acquisition of skills	<u>Advanced Corporate Finance (WP)* /ILV / LV-Nr: MV20 / 2.Semester / ECTS: 4</u> The participants: • expand their financial knowledge relating to the dividend policy of companies and the potential determinants of a company's capital structure based on the Modigliani-Miller theorems. • deepen their financial knowledge in the area of company valuation (multiples, discounted cash flow: WACC, APV, CCF) and apply it in the context of start-up formation, share issues and mergers & acquisitions. • analyze practical cases using digital tools. • are able to critically reflect on their results and place them in a broader context.		
	<u>International Accounting 2 (WP)* /ILV / LV-Nr: MV21 / 2.Semester / ECTS: 3</u> The participants: • expand their financial knowledge of international financial reporting under IFRS and apply it to questions concerning fixed assets as well as liabilities and equity – in particular the issuance and purchase of shares and bonds. • prepare complex financial statements and interpret them from a cost-effectiveness perspective. • analyze practical cases using digital tools. • are able to critically reflect on their results and place them in a broader context.		
	<u>Contemporary Issues in Finance (WP)* /ILV / LV-Nr: MV22 / 2.Semester / ECTS: 3</u> The participants: • expand their financial knowledge, in particular relating to current corporate trends and financial innovations. • learn to understand and interpret finance articles. • discuss current practical trends (e.g., digitalization and sustainability developments in investment and financing decisions, blockchain-based innovations and mechanisms).		
Course contents	<u>Advanced Corporate Finance (WP)* /ILV / LV-Nr: MV20 / 2.Semester / ECTS: 4</u> • Dividend policy of companies • Model-based determinants of a company's capital structure (Modigliani-Miller theorems) • Company valuation methods (multiples, discounted cash flow: WACC, APV, CCF) • Practical case analysis using digital tools		
	<u>International Accounting 2 (WP)* /ILV / LV-Nr: MV21 / 2.Semester / ECTS: 3</u> • Fundamentals of international financial reporting under IFRS and sustainability reporting under ESRS • Analysis of financial statements • Consolidation of the financial statements of affiliated companies • Analysis of practical cases		
	<u>Contemporary Issues in Finance (WP)* /ILV / LV-Nr: MV22 / 2.Semester / ECTS: 3</u>		

	• Gaining knowledge of current corporate trends and financial innovations based on current finance articles • Example trends relate to digitalization and sustainability developments in corporate investment and financing decisions, blockchain-based innovations and mechanisms such as: • Trends in the compensation strategies of managers • New financing and investment options for companies (including financing via crowdsourcing & crowdfunding) • Cryptocurrencies and related financial technologies (fintech) as well as digital payment systems/CBDC • Sustainability regulation, e.g., green finance, ESG, ESRS)
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Teaching and learning methods	<u>Advanced Corporate Finance (WP)* /ILV / LV-Nr: MV20 / 2.Semester / ECTS: 4</u> Blended Learning
	<u>International Accounting 2 (WP)* /ILV / LV-Nr: MV21 / 2.Semester / ECTS: 3</u> Blended Learning
	<u>Contemporary Issues in Finance (WP)* /ILV / LV-Nr: MV22 / 2.Semester / ECTS: 3</u> Blended Learning
Evaluation Methods Criteria	<u>Advanced Corporate Finance (WP)* /ILV / LV-Nr: MV20 / 2.Semester / ECTS: 4</u> Portfolio assessment
	<u>International Accounting 2 (WP)* /ILV / LV-Nr: MV21 / 2.Semester / ECTS: 3</u> Portfolio assessment
	<u>Contemporary Issues in Finance (WP)* /ILV / LV-Nr: MV22 / 2.Semester / ECTS: 3</u> Portfolio assessment

Module number:	Market Intelligence & Digital Innovation	Scope:	
MV.MM2		10	ECTS
Degree program	University of Applied Sciences Master's Program International Business Management full-time		
Position in the curriculum	2. Semester		
Level	2. Semester: Second cycle, master's		
Previous knowledge	2. Semester: - / 2. Semester: none		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Market & Customer Analysis (WP)* /ILV / LV-Nr: MV23 / 2.Semester / ECTS: 4</u> • Aaker, D. A., & McLoughlin, D.: Strategic market management: global perspectives. Wiley (latest edition). • Aaker, D. A., Kumar, V., Leone, R. P. & Day, G. S.: Marketing Research. 10th edition. Wiley (latest edition). • Bryman, A. & Bell, E.: Business Research Methods. Oxford University Press (latest edition). • Malhotra, N. K., Birks, D. F. & Wills, P.: Marketing Research: An Applied Approach. 4th edition. Pearson (latest edition). • Shiu, E., Hair, J., Bush, R. & Ortinau, D.: Marketing Research. McGraw-Hill Education, Maidenhead (latest edition). • 1-2 current journal articles (e.g., American Marketing Journal, Marketing Review St. Gallen, etc.)		
	<u>Digital Marketing (WP)* /ILV / LV-Nr: MV24 / 2.Semester / ECTS: 3</u> • Hanlon, A.: Digital Marketing: Strategic Planning & Integration. Pearson (latest edition) • Chaffey, D.: Digital Marketing. Pearson (latest edition) • Smith, P. R.; Zook, Z.: Marketing Communications: Integrating Online and Offline, Customer Engagement and Digital Technologies. Kogan Page (latest edition)		
	<u>Contemporary Issues in Marketing (WP)* /ILV / LV-Nr: MV25 / 2.Semester / ECTS: 3</u> • Boone & Kurtz: Contemporary Marketing. Cengage (current edition) • Kotler, P. et al.: Marketing Management. Pearson. (current edition) • Aktuelle Journal Artikel (z.B. Journal of Marketing, Journal of International Marketing, etc.)		
Acquisition of skills	<u>Market & Customer Analysis (WP)* /ILV / LV-Nr: MV23 / 2.Semester / ECTS: 4</u> The participants: • expand their methodological and analytical competence. • understand digital and current market trends. • apply the most common strategic analysis tools for customers and markets from a marketing perspective to business cases. • correctly interpret operational customer information from the CRM system ("big data"). • integrate the insights gained into business and marketing plans. • understand the relevance and importance of market research as a source of valuable data for strategic analyses.		
	<u>Digital Marketing (WP)* /ILV / LV-Nr: MV24 / 2.Semester / ECTS: 3</u> The participants: • can describe in detail the channels and communication tools relevant to digital marketing. • can identify the characteristics of digital communication and discuss them in comparison to "classic marketing." • recognize the success factors of successful digital marketing campaigns and apply them to their own assignments. • are able to develop, interpret and present a well-founded digital marketing strategy along the marketing mix factors.		
	<u>Contemporary Issues in Marketing (WP)* /ILV / LV-Nr: MV25 / 2.Semester / ECTS: 3</u> The participants: • can theoretically substantiate current marketing issues from practice, classify them academically and answer them competently. • can classify academic publications from marketing within the marketing sciences, discuss them critically and competently answer the resulting questions. • can clearly describe current marketing issues thematically and relate them to overarching contexts. • can evaluate and compare the strategic effects of individual and overarching marketing measures. • can assess and interpret the interdisciplinary connections between marketing and neighboring disciplines.		
Course contents	<u>Market & Customer Analysis (WP)* /ILV / LV-Nr: MV23 / 2.Semester / ECTS: 4</u>		

	• Application of customer-oriented analysis tools (e.g., ABC analysis, target group analysis, satisfaction analysis, customer journey) using case examples/practical examples • Application of market-oriented analysis tools (e.g., BCG, McKinsey, 5 Forces, Ansoff) using case examples/practical examples • Terms and fundamentals of CRM, principles of data analysis for CRM activities • Techniques for estimating market and customer potential, including plausibility checks • Combining the above-mentioned analysis tools with findings from conventional market research on customer needs and customer satisfaction • Integrating the findings into business and marketing plans
	<u>Digital Marketing (WP)* /ILV / LV-Nr: MV24 / 2.Semester / ECTS: 3</u> • Fundamentals of digital marketing communication • Digital marketing toolbox (website, email, social media, SEO, paid search, content marketing, online communities) • Digital people/products/payment methods/data protection

Course contents	• Performance marketing, sharing economy • Digital customer journey map
	<u>Contemporary Issues in Marketing (WP)* /ILV / LV-Nr: MV25 / 2.Semester / ECTS: 3</u> • Selected current issues in the field of marketing within the framework of a project and/or based on practical project(s) and/or academic articles • Trends in economic conditions that have a lasting impact on marketing • Analysis, discussion and independent handling of current marketing issues. • All key terms and technical concepts of marketing
Teaching and learning methods	<u>Market & Customer Analysis (WP)* /ILV / LV-Nr: MV23 / 2.Semester / ECTS: 4</u> Blended Learning
	<u>Digital Marketing (WP)* /ILV / LV-Nr: MV24 / 2.Semester / ECTS: 3</u> Blended Learning
	<u>Contemporary Issues in Marketing (WP)* /ILV / LV-Nr: MV25 / 2.Semester / ECTS: 3</u> Blended Learning
Evaluation Methods Criteria	<u>Market & Customer Analysis (WP)* /ILV / LV-Nr: MV23 / 2.Semester / ECTS: 4</u> Portfolio assessment
	<u>Digital Marketing (WP)* /ILV / LV-Nr: MV24 / 2.Semester / ECTS: 3</u> Portfolio assessment
	<u>Contemporary Issues in Marketing (WP)* /ILV / LV-Nr: MV25 / 2.Semester / ECTS: 3</u> Portfolio assessment

Module number:	Strategic Management & AI (part 2)	Scope:	
MV.SM2		10	ECTS
Degree program	University of Applied Sciences Master's Program International Business Management full-time		
Position in the curriculum	2. Semester		
Level	2. Semester: Second cycle, master's		
Previous knowledge	2. Semester: none		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Digital Transformation & Artificial Intelligence 2: Management & Application /ILV / LV-Nr: MV16 / 2.Semester /</u> • Machado, C., & Davim, J. P.: Management for Digital Transformation CRC Press (latest edition) • 1-2 aktuelle Aufsätze aus Fachzeitschriften		
	<u>Management & Strategy 2: Application /ILV / LV-Nr: MV17 / 2.Semester / ECTS: 5</u> • Johnson, Gerry: Exploring Strategy. Pearson (in der aktuellen Auflage) • Stöger, R., Management-Toolbox, Stuttgart: Schäffer-Poeschel (in der aktuellen Aufl.) • Wunder, Thomas: Essentials of Strategic Management. Schäffer-Poeschel (in der aktuellen Auflage) • 1-2 aktuelle Aufsätze aus Fachzeitschriften		
	<u>Strategic Thinking in Action /UE / LV-Nr: MV18 / 2.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)		
Acquisition of skills	<u>Digital Transformation & Artificial Intelligence 2: Management & Application /ILV / LV-Nr: MV16 / 2.Semester /</u> The participants: • can identify digital and data-driven business models. • can identify methods and concepts for integrating digital technologies and AI. • can identify and analyze specific fields of application. • are able to apply methods and concepts for shaping digital transformation processes.		
	<u>Management & Strategy 2: Application /ILV / LV-Nr: MV17 / 2.Semester / ECTS: 5</u> The participants: • can develop and solve current corporate strategy cases in a self-organized manner. • can concretely apply classic strategy theories and approaches. • are able to develop and apply methods and tools. • can develop entrepreneurial solutions while always keeping implementation in focus.		
	<u>Strategic Thinking in Action /UE / LV-Nr: MV18 / 2.Semester / ECTS: 2</u> The participants: • can make decisions based on specific information. • can analyze the business implications of their decisions. • apply theoretical knowledge, business models and concepts to decision-making. • can work in a team and accept team decisions. • reflect on their own decisions based on the simulation results and continuously incorporate new information into the (further) development of their strategy. • can formulate and adapt strategies for successful business development.		
Course contents	<u>Digital Transformation & Artificial Intelligence 2: Management & Application /ILV / LV-Nr: MV16 / 2.Semester /</u> • Overview of digital and data-driven business models • Management in the digital age • Use of digital tools and AI in business processes • Change management and digital leadership skills • Digital leadership		
	<u>Management & Strategy 2: Application /ILV / LV-Nr: MV17 / 2.Semester / ECTS: 5</u> • Overview of the most important strategy tools • Fundamentals for developing methods and solution approaches for corporate strategy cases • Impulses for developing solutions • Methodological, procedural and content-related reflection		
	<u>Strategic Thinking in Action /UE / LV-Nr: MV18 / 2.Semester / ECTS: 2</u>		

	• Managing teams and reflective competence • Information-based decision-making competence in a realistic business environment • Business functions (PLM, CRM, SCM, corporate functions) • Market analyses and market developments • Use of analytical tools (SWOT, benchmarking, market shares, cost and contribution margin analyses, etc.) • Developing strategies • Controlling and key performance indicators • Applying the concept of sustainability and the 17 UN SDGs
Teaching and learning methods	<u>Digital Transformation & Artificial Intelligence 2: Management & Application /ILV / LV-Nr: MV16 / 2.Semester /</u> Blended Learning

Teaching and learning methods	<u>Management & Strategy 2: Application /ILV / LV-Nr: MV17 / 2.Semester / ECTS: 5</u> Blended Learning
	<u>Strategic Thinking in Action /UE / LV-Nr: MV18 / 2.Semester / ECTS: 2</u> Blended Learning
Evaluation Methods Criteria	<u>Digital Transformation & Artificial Intelligence 2: Management & Application /ILV / LV-Nr: MV16 / 2.Semester /</u> Portfolio assessment
	<u>Management & Strategy 2: Application /ILV / LV-Nr: MV17 / 2.Semester / ECTS: 5</u> Portfolio assessment
	<u>Strategic Thinking in Action /UE / LV-Nr: MV18 / 2.Semester / ECTS: 2</u> Portfolio assessment

Module number:	Teamwork, Leadership & Ethics	Scope:	
MV.TLE		7	ECTS
Degree program	University of Applied Sciences Master's Program International Business Management full-time		
Position in the curriculum	2. Semester		
Level	2. Semester: Second cycle, master's		
Previous knowledge	2. Semester: none / 2. Semester: None		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Establishing Teamwork /UE / LV-Nr: MV13 / 2.Semester / ECTS: 1</u> • Coryell, Eric: Revolutionize Teamwork: How to Create and Lead Accountable Teams. Simple Truth (latest edition) • Dietrich, Peter (2022): Effective Teams. Making Division of Labour effective and increasing Performance. University of Applied Sciences Kufstein Tirol. Kufstein (improve - Praxisletter, 41) • Schekulin, Claudio (2025): Cultural Differences and Similarities. University of Applied Sciences Kufstein Tirol. Kufstein (improve - letter, 56).		
	<u>Study Trip: Integrated Excursion Project /ILV / LV-Nr: MV14 / 2.Semester / ECTS: 3</u> Wird jeweils in Abhängigkeit vom Zielland und dessen aktueller wirtschaftlichen sowie soziokulturellen Situation ausgewählt		
	<u>Sustainable Business and Ethical Leadership /ILV / LV-Nr: MV15 / 2.Semester / ECTS: 3</u> • Crane, A.; Matten, D.: Business Ethics, Oxford University Press (latest edition) • Carroll, A. B., & Buchholtz, A. K.: Business and Society: Ethics, Sustainability, and Stakeholder Management, Cengage Learning (latest edition) • 1-2 aktuelle Artikel aus Fachzeitschriften		
Acquisition of skills	<u>Establishing Teamwork /UE / LV-Nr: MV13 / 2.Semester / ECTS: 1</u> The participants: • can reflect on their own experiences and developments within the team and derive courses of action for successful collaboration. • are able to recognize the strengths of cultural diversity and use them productively for teamwork. • apply models of team phases and team roles to more complex, international contexts and develop strategies for successful collaboration. • can analyze cultural differences using Hofstede's cultural dimensions and assess their impact on communication and cooperation. • develop practical competencies in dealing with cross-cultural challenges (e.g., conflict resolution, decision-making processes, role understanding) in teams.		
	<u>Study Trip: Integrated Excursion Project /ILV / LV-Nr: MV14 / 2.Semester / ECTS: 3</u> The participants: • plan and carry out a multi-day study trip on their own responsibility. • can understand a team's current content-related, structural and emotional issues from multiple perspectives and develop interdisciplinary solution approaches. • can apply their finance, marketing and management knowledge to a practice-oriented assignment using and applying various tools. • can use both their previously acquired specialist knowledge and their methodological knowledge to create a well-founded topic plan and, together with academic and business partners, organize and host talks and site visits on location. • can critically reflect on their results and place them in a broader management context.		
	<u>Sustainable Business and Ethical Leadership /ILV / LV-Nr: MV15 / 2.Semester / ECTS: 3</u> The participants: • understand the interrelationships between the economy, society and politics against the backdrop of individual and organizational responsibility. • can apply business ethics principles to critically analyze complex decisions in international corporate contexts. • can identify ethical dilemmas and conflicts in management and resolve them while taking cross-cultural value systems and different stakeholder perspectives into account. • can evaluate management theories and corporate strategies from an ethical and sustainable perspective. • are able to critically analyze sustainability concepts for integrating economic, environmental and social dimensions and to apply them in an international context. • can implement the Sustainable Development Goals (SDGs) in corporate strategies and evaluate the impact on corporate sustainability (CSR) in order to promote long-term value creation and social responsibility.		
Course contents	<u>Establishing Teamwork /UE / LV-Nr: MV13 / 2.Semester / ECTS: 1</u>		

	• In-depth study and application of the concepts of team phases (Tuckman) and team roles (Belbin) to the development of the cohort team • Introduction and application of Hofstede's model of cultural dimensions • Exercises and case studies on cross-cultural communication, conflict resolution and decision-making • Reflection on one's own team role and further development of individual strengths in a cross-cultural context • Transfer: the importance of cultural diversity for international work contexts and globally networked organizations
	<u>Study Trip: Integrated Excursion Project /ILV / LV-Nr: MV14 / 2.Semester / ECTS: 3</u> • Project management know-how (from kick-off to follow-up reporting) • Research on a specific topic in a target destination • Regular project documentation while adhering to specific timelines

Course contents	• Coordination with other project team members • Situation analysis and development of potential solution proposals and their presentation
	<u>Sustainable Business and Ethical Leadership /ILV / LV-Nr: MV15 / 2.Semester / ECTS: 3</u> • Theory and practice of ethics and morality • Philosophical foundations, ethical theories and cross-cultural values in economic decision-making processes • Cross-cultural and multi-rational perspectives in global business environments • Business ethics in international management, dealing with contradictions and ethical dilemmas in companies and organizations • Critical reflection on management approaches (e.g., principal-agent theory, shareholder value approach, etc.) from an ethical and sustainable perspective • Sustainability strategies, an in-depth examination of the triple bottom line (TBL) and the three dimensions of sustainability (economy, environment and society) • Global initiatives, the Sustainable Development Goals (SDGs) in corporate strategies and practice-oriented corporate sustainability concepts • Corporate social responsibility (CSR) in the international business environment
Teaching and learning methods	<u>Establishing Teamwork /UE / LV-Nr: MV13 / 2.Semester / ECTS: 1</u> Blended Learning
	<u>Study Trip: Integrated Excursion Project /ILV / LV-Nr: MV14 / 2.Semester / ECTS: 3</u> Field trip
	<u>Sustainable Business and Ethical Leadership /ILV / LV-Nr: MV15 / 2.Semester / ECTS: 3</u> Blended Learning
Evaluation Methods Criteria	<u>Establishing Teamwork /UE / LV-Nr: MV13 / 2.Semester / ECTS: 1</u> Portfolio assessment
	<u>Study Trip: Integrated Excursion Project /ILV / LV-Nr: MV14 / 2.Semester / ECTS: 3</u> Portfolio assessment
	<u>Sustainable Business and Ethical Leadership /ILV / LV-Nr: MV15 / 2.Semester / ECTS: 3</u> Portfolio assessment

Module number:	Organizational Dynamics & Design	Scope:	
MV.ODD		6	ECTS
Degree program	University of Applied Sciences Master's Program International Business Management full-time		
Position in the curriculum	3. Semester		
Level	3. Semester: Second cycle, master's		
Previous knowledge	3. Semester: -		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Applied Organizational Sociology & Change Management /ILV / LV-Nr: MV28 / 3.Semester / ECTS: 3</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)		
	<u>Applied Organizational Psychology & Culture /ILV / LV-Nr: MV29 / 3.Semester / ECTS: 3</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)		
Acquisition of skills	<u>Applied Organizational Sociology & Change Management /ILV / LV-Nr: MV28 / 3.Semester / ECTS: 3</u> The participants: • can identify and classify central 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 importance of decision premises and structural features (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.		
	<u>Applied Organizational Psychology & Culture /ILV / LV-Nr: MV29 / 3.Semester / ECTS: 3</u> The participants: • recognize the interactions between the individual, the group and the organization and understand their significance for organizational behavior. • can identify and classify central 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 specific organizational situations, e.g., in the context of human resources or organizational development processes. • assess the influence of organizational culture on individual and collective performance and derive possible intervention approaches.		
Course contents	<u>Applied Organizational Sociology & Change Management /ILV / LV-Nr: MV28 / 3.Semester / ECTS: 3</u> • Central characteristics of organizations (membership, purpose, hierarchy) • Decisions and decision premises • Three sides of organizations (formal side, informal side and display side) • Structural features of organizations (programs, communication channels, personnel) • Meta-structure matrix of organizations • Organizational development and change • Paradoxes and side effects		
	<u>Applied Organizational Psychology & Culture /ILV / LV-Nr: MV29 / 3.Semester / ECTS: 3</u> • Fundamentals of organizational psychology and an overview of central 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)		
Teaching and learning methods	<u>Applied Organizational Sociology & Change Management /ILV / LV-Nr: MV28 / 3.Semester / ECTS: 3</u> Blended Learning		
	<u>Applied Organizational Psychology & Culture /ILV / LV-Nr: MV29 / 3.Semester / ECTS: 3</u>		

	Blended Learning
Evaluation Methods Criteria	<u>Applied Organizational Sociology & Change Management /ILV / LV-Nr: MV28 / 3.Semester / ECTS: 3</u> Portfolio assessment

Evaluation Methods Criteria	<u>Applied Organizational Psychology & Culture /ILV / LV-Nr: MV29 / 3.Semester / ECTS: 3</u> Portfolio assessment
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Module number:	Strategic Management & AI (part 3)	Scope:	
MV.SM3		8	ECTS
Degree program	University of Applied Sciences Master's Program International Business Management full-time		
Position in the curriculum	3. Semester		
Level	3. Semester: Second cycle, master's		
Previous knowledge	3. Semester: -		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Management & Strategy 3: Global Market Expansion Strategy and Execution /ILV / LV-Nr: MV26 / 3.Semester /</u> • Hill, C. W. L. & Hult, G. T. M: International Business – Competing in the Global Marketplace, McGraw Hill (latest edition) • Peng, M. W.: Global Strategy, Cengage (latest edition) • 1-2 current articles from professional journals		
	<u>Digital Transformation & Artificial Intelligence 3: Business, Governance & Policy in the Digital Age /ILV / LV-Nr:</u> Laudon, K.C., & Laudon, J.P.: Management Information Systems: Managing the Digital Firm, Pearson (latest edition)		
Acquisition of skills	<u>Management & Strategy 3: Global Market Expansion Strategy and Execution /ILV / LV-Nr: MV26 / 3.Semester /</u> The participants: • systematically conduct international market and competitive analyses using relevant academic frameworks. • critically reflect on key theories of internationalization and classify them in context. • evaluate different market entry strategies, derive suitable courses of action and align them with the overarching corporate strategy. • analyze the opportunities and risks of global expansion projects and assess their strategic significance. • take global integration requirements, local adaptation needs and location advantages into account when assessing expansion decisions. • identify and explain key challenges of international expansion. • develop viable concepts for implementing expansion strategies and, based on this, formulate well-founded strategic recommendations for action. • can critically evaluate academic studies.		
	<u>Digital Transformation & Artificial Intelligence 3: Business, Governance & Policy in the Digital Age /ILV / LV-Nr:</u> The participants: • understand and correctly classify key concepts of digital transformation and AI. • develop digital strategies for sustainable and responsible corporate governance. • are able to analyze practice-oriented case studies and formulate their own recommendations for action for digital business models. • recognize the challenges of digital transformation and AI in practice and discuss them critically.		
Course contents	<u>Management & Strategy 3: Global Market Expansion Strategy and Execution /ILV / LV-Nr: MV26 / 3.Semester /</u> • Analysis of international markets, competitive environments and institutional frameworks • Theories of internationalization (Uppsala model, eclectic paradigm, born globals, international new ventures, etc.) • Global market entry strategies (export, licensing, joint ventures & strategic alliances, etc.) • Forms of foreign direct investment (FDI) (WFOEs, greenfield investments, M&A, etc.) • Market selection (screening of target markets, OLI model, risk assessments, etc.) • Global market expansion and emerging market strategy • Strategic planning of international expansion (timing and sequencing of expansion, first-mover vs. follower, etc.) • Global integration vs. local responsiveness (I-R framework) • Comparative advantage vs. location-specific advantage • Strategic alignment of global expansion with corporate strategy • Challenges of internationalization and reverse internationalization • Applying academic concepts to problems faced by multinational enterprises (MNEs)		
	<u>Digital Transformation & Artificial Intelligence 3: Business, Governance & Policy in the Digital Age /ILV / LV-Nr:</u> • Fundamentals of digital transformation and artificial intelligence • Digital business models and innovation strategies • Impact of digital transformation and AI on companies, the economy and governance structures • Strategic, regulatory and ethical challenges • Digital initiatives of the European Union (e.g., EU Industrial Strategy for a digital Europe, EU Chips Act, Digital Services and Digital Markets Acts, etc.)		
Teaching and learning methods	<u>Management & Strategy 3: Global Market Expansion Strategy and Execution /ILV / LV-Nr: MV26 / 3.Semester /</u> Blended Learning		
	<u>Digital Transformation & Artificial Intelligence 3: Business, Governance & Policy in the Digital Age /ILV / LV-Nr:</u>		

	Blended Learning
Evaluation Methods Criteria	<u>Management & Strategy 3: Global Market Expansion Strategy and Execution /ILV / LV-Nr: MV26 / 3.Semester /</u>
	Portfolio assessment
	<u>Digital Transformation & Artificial Intelligence 3: Business, Governance & Policy in the Digital Age /ILV / LV-Nr:</u>
	Portfolio assessment

Module number:	Applied Management Practice	Scope:	
MV.AMP		10	ECTS
Degree program	University of Applied Sciences Master's Program International Business Management full-time		
Position in the curriculum	3. Semester		
Level	3. Semester: Second cycle, master's		
Previous knowledge	3. Semester: -		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Elective – International Business Management /ILV / LV-Nr: MV30 / 3.Semester / ECTS: 2</u> Wird passend zum jeweiligen Thema des Electives ausgewählt		
	<u>Case Studies in Management /SE / LV-Nr: MV31 / 3.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) • Harvard Business Cases (e.g. Anandam Manufacturing Company (HBS W16204-PDF-ENG), Generating Higher Value at IBM (HBS 215058-PDF-ENG), Amazon: The Brink of Bankruptcy (HBS 809014-PDF-ENG)) • Jahresberichte von ATX-, DAX- und S&P 500 Indices-Firmen		
	<u>Integrated Company Project /PT / LV-Nr: MV32 / 3.Semester / ECTS: 5</u> • Literatur in Abhängigkeit der konkreten Aufgabenstellung des Unternehmens • Berk, Jonathan; DeMarzo, Peter: Corporate Finance. Pearson (latest edition) • Kotler, Philip, e.a.: Grundlagen des Marketing. Pearson (latest edition) • Jahresberichte von Real Estate Unternehmen, ATX-, DAX- und S&P 500 Indices-Firmen		
Acquisition of skills	<u>Elective – International Business Management /ILV / LV-Nr: MV30 / 3.Semester / ECTS: 2</u> The participants: • can contribute their previously acquired knowledge to the discussions. • are able to critically reflect on the current topic, to question, classify and contrast new findings and thus create a substantive basis for advanced competencies. • can appropriately assess the activities and perspectives of experts from business and academia in the context of the topic covered.		
	<u>Case Studies in Management /SE / LV-Nr: MV31 / 3.Semester / ECTS: 3</u> The participants: • test their marketing and management knowledge using business cases. • build up basic knowledge relating to financing and investment decisions, ratio analysis and a company's liquidity management. • analyze companies using financial statements and reports from cost-effectiveness and sustainability perspectives. • are able to critically reflect on their results and place them in a broader context.		
	<u>Integrated Company Project /PT / LV-Nr: MV32 / 3.Semester / ECTS: 5</u> The participants: • can name specific corporate structures and business models and link them to theoretical concepts. • can use practical presentations to understand a company's issues from multiple perspectives and to develop interdisciplinary solution approaches. • demonstrate their finance, marketing and management knowledge using practical cases and practice-oriented assignments with the help of digital tools. • analyze companies using documents, financial statements and reports from cost-effectiveness and sustainability perspectives. • are able to design a well-founded problem-solving proposal oriented toward the initial situation, using both their previously acquired specialist knowledge and their methodological knowledge. • are able to critically reflect on their results and place them in a broader context.		
Course contents	<u>Elective – International Business Management /ILV / LV-Nr: MV30 / 3.Semester / ECTS: 2</u> • Analysis and discussion of a current topic in the field of International Business Management (e.g., globalization trends, sustainability, digitalization, geopolitical developments).		
	<u>Case Studies in Management /SE / LV-Nr: MV31 / 3.Semester / ECTS: 3</u> • Practical case analysis using digital tools • Financing and investment decisions • Ratio analysis and liquidity management • Analysis of financial statements from cost-effectiveness and sustainability perspectives		

	<u>Integrated Company Project /PT / LV-Nr: MV32 / 3.Semester / ECTS: 5</u> • Project management know-how (from kick-off to the final presentation) • Regular project documentation and adherence to timelines • Coordination with other project team members • Research on specific corporate matters • Practical case analysis using digital tools • Document analysis (including annual reports) from cost-effectiveness and sustainability perspectives
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Teaching and learning methods	<u>Elective – International Business Management /ILV / LV-Nr: MV30 / 3.Semester / ECTS: 2</u> Blended Learning
	<u>Case Studies in Management /SE / LV-Nr: MV31 / 3.Semester / ECTS: 3</u> Blended Learning
	<u>Integrated Company Project /PT / LV-Nr: MV32 / 3.Semester / ECTS: 5</u> Blended Learning
Evaluation Methods Criteria	<u>Elective – International Business Management /ILV / LV-Nr: MV30 / 3.Semester / ECTS: 2</u> Portfolio assessment
	<u>Case Studies in Management /SE / LV-Nr: MV31 / 3.Semester / ECTS: 3</u> Portfolio assessment
	<u>Integrated Company Project /PT / LV-Nr: MV32 / 3.Semester / ECTS: 5</u> Portfolio assessment

Module number:	Thesis Lab: Planning Research	Scope:	
MV.TPR		6	ECTS
Degree program	University of Applied Sciences Master's Program International Business Management full-time		
Position in the curriculum	3. Semester		
Level	3. Semester: Second cycle, master's		
Previous knowledge	3. Semester: - / 3. Semester: None		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Academic Writing /ILV / LV-Nr: MV33 / 3.Semester / ECTS: 2</u> - Gill, John; Johnson, Phil: Research Methods for Managers. Sage (latest edition) - Hofmann, Angelika H.: Scientific Writing and Communication: Papers, Proposals, and Presentations. Oxford University Press (latest edition) - Oshima, Alice; Hogue, Ann: Writing academic English. Pearson (latest edition) - Skren, Timothy: Writing Scientific English: A Workbook. Facultas (latest edition)		
	<u>MA-Camp /SE / LV-Nr: MV34 / 3.Semester / ECTS: 1</u> - Gill, John; Johnson, Phil: Research Methods for Managers. Sage (latest edition) - Hofmann, Angelika H.: Scientific Writing and Communication: Papers, Proposals, and Presentations. Oxford University Press (latest edition) - Oshima, Alice; Hogue, Ann: Writing academic English. Pearson (latest edition) - Skren, Timothy: Writing Scientific English: A Workbook. Facultas (latest edition) - Sowie Literatur in Abhängigkeit vom gewählten Thema der Masterarbeit und der gewählten Methode		
	<u>Connecting Research Methods & Scientific Articles /ILV / LV-Nr: MV35 / 3.Semester / ECTS: 3</u> - Gill, John; Johnson, Phil: Research Methods for Managers. Sage (latest edition) - Hofmann, Angelika H.: Scientific Writing and Communication: Papers, Proposals, and Presentations. Oxford University Press (latest edition) - Oshima, Alice; Hogue, Ann: Writing academic English. Pearson (latest edition) - Skren, Timothy: Writing Scientific English: A Workbook. Facultas (latest edition) 3-4 aktuelle Artikel aus wissenschaftlichen Journalen		
Acquisition of skills	<u>Academic Writing /ILV / LV-Nr: MV33 / 3.Semester / ECTS: 2</u> The participants: - understand how to determine the state of research on a particular topic. - are familiar with various methods for answering research questions. - 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 at the level of a master's thesis in accordance with the specified formal requirements.		
	<u>MA-Camp /SE / LV-Nr: MV34 / 3.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, a 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.		
	<u>Connecting Research Methods & Scientific Articles /ILV / LV-Nr: MV35 / 3.Semester / ECTS: 3</u> The participants: - analyze academic articles with regard to research questions and theoretical foundations. - replicate the implemented methodology with original data in order to critically evaluate results. - compare different research approaches and assess their potential and limitations for their own research questions. - derive suitable methodological approaches for their own master's thesis from the analysis of academic studies. - independently develop proposals for suitable data sources and research designs in relation to their individual topic idea. - reflect on the importance of methodological rigor and academic connectivity for the quality of their own research.		
Course contents	<u>Academic Writing /ILV / LV-Nr: MV33 / 3.Semester / ECTS: 2</u>		

	• Characteristics, rules and principles of academia and academic work • Epistemological and methodological principles of academic research • Overview of databases and other ways to find literature sources • Formal standards of academic work • Planning the research process • Quality assurance
	<u>MA-Camp /SE / LV-Nr: MV34 / 3.Semester / ECTS: 1</u> • Topic development and preparation in the form of a poster and an exposé • Presentation and discussion of a poster in small groups • Poster and exposé creation

Course contents	<u>Connecting Research Methods & Scientific Articles /ILV / LV-Nr: MV35 / 3.Semester / ECTS: 3</u> • Review of the qualitative and quantitative research methods covered during the program and their fields of application. • In-depth study of selected methods for application to specific research questions. • Analysis of current academic articles from relevant journals • Discussion of the methodological potential of different approaches with regard to research questions in the context of International Business Management. • Deriving implications for planning and conducting one's own master's thesis.
Teaching and learning methods	<u>Academic Writing /ILV / LV-Nr: MV33 / 3.Semester / ECTS: 2</u> Blended Learning
	<u>MA-Camp /SE / LV-Nr: MV34 / 3.Semester / ECTS: 1</u> Blended Learning
	<u>Connecting Research Methods & Scientific Articles /ILV / LV-Nr: MV35 / 3.Semester / ECTS: 3</u> Blended Learning
Evaluation Methods Criteria	<u>Academic Writing /ILV / LV-Nr: MV33 / 3.Semester / ECTS: 2</u> Portfolio assessment
	<u>MA-Camp /SE / LV-Nr: MV34 / 3.Semester / ECTS: 1</u> Portfolio
	<u>Connecting Research Methods & Scientific Articles /ILV / LV-Nr: MV35 / 3.Semester / ECTS: 3</u> Portfolio assessment

Module number:	Thesis Lab: Research in Action	Scope:	
MV.TRA		24	ECTS
Degree program	University of Applied Sciences Master's Program International Business Management full-time		
Position in the curriculum	4. Semester		
Level	4. Semester: Second cycle, master's		
Previous knowledge	4. Semester: Content from all courses with cross-links to the topic of the master's thesis across the entire program, in particular Research Methods I-III, Academic Writing and MA-Camp / 4. Semester: Content from all courses with cross-links to the topic of the master's thesis across the entire program, in particular Research Methods I-III, Academic Writing, MA-Camp, Colloquium Master Thesis		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Colloquium Master Thesis /SE / LV-Nr: MV39 / 4.Semester / ECTS: 2</u> • Wooldridge, Jeffrey: Econometric Analysis of Cross Section and Panel Data. The MIT Press (latest edition) • Angrist, Joshua; Pischke, Jörn-Steffen: Mastering Metrics: The Path from Cause to Effect. Princeton Univers. Press • Booth, Wayne; Colomb, Gregory; Williams, Joseph: The craft of research. University of Chicago press (latest edition) • Sowie Literatur in Abhängigkeit vom gewählten Thema der Masterarbeit und der gewählten Methode		
	<u>Master Thesis /SE / LV-Nr: MV40 / 4.Semester / ECTS: 22</u> • Gill, John; Johnson, Phil: Research Methods for Managers. Sage (latest edition) • Hofmann, Angelika H.: Scientific Writing and Communication: Papers, Proposals, and Presentations. Oxford University Press (latest edition) • Oshima, Alice; Hogue, Ann: Writing academic English. Pearson (latest edition) • Skren, Timothy: Writing Scientific English: A Workbook. Facultas (latest edition) • Sowie Literatur in Abhängigkeit vom gewählten Thema der Masterarbeit und der gewählten Methode		
Acquisition of skills	<u>Colloquium Master Thesis /SE / LV-Nr: MV39 / 4.Semester / ECTS: 2</u> The participants: • are able to independently analyze, interpret and critically reflect on data using a self-selected academic methodology. • can present results in a comprehensible manner and in accordance with academic standards within the framework of the master's thesis. • are able to develop and actively refine arguments and solutions to problems. • are able to present and defend the results of the master's thesis.		
	<u>Master Thesis /SE / LV-Nr: MV40 / 4.Semester / ECTS: 22</u> The participants: • plan, structure and manage the entire process of researching and writing the master's thesis independently and responsibly. • derive generalizing statements based on their empirical or theoretical results and formulate well-founded theoretical and practical implications. • critically analyze and evaluate both their research results and their own working process and reflect on methodological and content-related limitations.		
Course contents	<u>Colloquium Master Thesis /SE / LV-Nr: MV39 / 4.Semester / ECTS: 2</u> • Deepening knowledge of academic work with regard to developing and implementing a research design and structuring the writing process • Academic writing with MS Word or LaTeX • Time-series and/or panel data (as needed) • Advanced procedures such as the Tobit model or Poisson regression (as needed) • Regular meetings on the current status and progress of the master's thesis with the accompanying academic supervisor • Information on the oral master's examination before the committee		
	<u>Master Thesis /SE / LV-Nr: MV40 / 4.Semester / ECTS: 22</u> The content of the supervision depends on the individual needs of the students		
Teaching and learning methods	<u>Colloquium Master Thesis /SE / LV-Nr: MV39 / 4.Semester / ECTS: 2</u> Blended Learning		
	<u>Master Thesis /SE / LV-Nr: MV40 / 4.Semester / ECTS: 22</u> Blended Learning		
Evaluation Methods Criteria	<u>Colloquium Master Thesis /SE / LV-Nr: MV39 / 4.Semester / ECTS: 2</u>		

	Portfolio assessment
	<u>Master Thesis /SE / LV-Nr: MV40 / 4.Semester / ECTS: 22</u>
	Master's thesis

Module number:	Insights to Impact	Scope:	
MV.ITI		2	ECTS
Degree program	University of Applied Sciences Master's Program International Business Management full-time		
Position in the curriculum	4. Semester		
Level	4. Semester: Second cycle, master's		
Previous knowledge	4. Semester: -		
Blocked	no		
Participant group	Bachelor graduates, beginners		
Literature recommendation	<u>Theory & Practice Transfer /UE / LV-Nr: MV36 / 4.Semester / ECTS: 2</u> Wird im Rahmen der konkreten Ausgestaltung der außercurricularen Aktivitäten definiert		
	<u>Finance Lab: Fintech, Investments & AI Use (WP)* /UE / LV-Nr: MV37 / 4.Semester / ECTS: 4</u> - Berk, Jonathan; DeMarzo, Peter: Corporate Finance. Pearson (latest edition) - Hull, John C.: Options, Futures and Other Derivatives. Pearson (latest edition) - Wooldridge, Jeffrey: Introductory Econometrics: A Modern Approach. South-Western: Thomson (latest edition)		
	<u>Marketing Lab (WP)* /UE / LV-Nr: MV38 / 4.Semester / ECTS: 4</u> - Kotler, P. et al.: Marketing Management. Pearson. (in der aktuellen Auflage) - Aktuelle Journal Artikel (z.B. Journal of Marketing, Journal of International Marketing, etc.)		
Acquisition of skills	<u>Theory & Practice Transfer /UE / LV-Nr: MV36 / 4.Semester / ECTS: 2</u> The participants: - identify and complete suitable extracurricular activities that contribute to expanding their specialist, methodological and social competencies (in coordination with the program director). - apply theoretically acquired knowledge in various practical contexts and reflect on the experiences gained in the process. - 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.		
	<u>Finance Lab: Fintech, Investments & AI Use (WP)* /UE / LV-Nr: MV37 / 4.Semester / ECTS: 4</u> The participants: - expand their financial knowledge, in particular in the area of investment alternatives and portfolio theory. - prepare their own asset class analyses with the help of AI. - make and test their own investment decisions on the computer (via demo accounts on virtual platforms). - discuss innovations in the field of fintech. - develop their analytical thinking skills and apply their financial knowledge, in particular in the area of investment alternatives and portfolio theory.		
	<u>Marketing Lab (WP)* /UE / LV-Nr: MV38 / 4.Semester / ECTS: 4</u> The participants: - analyze current market and marketing issues from practice, classify them on a well-founded academic basis and, building on this, develop new business models or strategically revise existing concepts. - describe current marketing challenges precisely, structure them systematically and situate them within overarching theoretical and market-related contexts. - independently work on complex marketing issues, discuss them in depth and present their results convincingly in a pitch situation in the form of a professionally developed strategy booklet. - evaluate and compare the strategic effects of individual and overarching measures with regard to their long-term implications. - assess and interpret interdisciplinary interactions between business model, marketing and adjacent disciplines and derive well-founded conclusions from them.		
Course contents	<u>Theory & Practice Transfer /UE / LV-Nr: MV36 / 4.Semester / ECTS: 2</u> - Overview of 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 different formats (e.g., specialist events, student initiatives, non-profit projects) - Guidance and feedback on individual learning and development paths throughout the program		
	<u>Finance Lab: Fintech, Investments & AI Use (WP)* /UE / LV-Nr: MV37 / 4.Semester / ECTS: 4</u>		

	• Investment alternatives and modern portfolio theory • Analysis of different asset classes • Developing one's own investment decisions based on risk-return profiles and personal preferences • New fintech developments
	<u>Marketing Lab (WP)* /UE / LV-Nr: MV38 / 4.Semester / ECTS: 4</u> • Selected current issues in the field of the market and/or marketing within the framework of a specific practical project, a virtual project or based on academic articles. • Trends in economic conditions that have a lasting impact on the market and marketing.

Teaching and learning methods	<u>Theory & Practice Transfer /UE / LV-Nr: MV36 / 4.Semester / ECTS: 2</u> Blended Learning
	<u>Finance Lab: Fintech, Investments & AI Use (WP)* /UE / LV-Nr: MV37 / 4.Semester / ECTS: 4</u> Blended Learning
	<u>Marketing Lab (WP)* /UE / LV-Nr: MV38 / 4.Semester / ECTS: 4</u> Blended Learning
Evaluation Methods Criteria	<u>Theory & Practice Transfer /UE / LV-Nr: MV36 / 4.Semester / ECTS: 2</u> Portfolio assessment
	<u>Finance Lab: Fintech, Investments & AI Use (WP)* /UE / LV-Nr: MV37 / 4.Semester / ECTS: 4</u> Portfolio assessment
	<u>Marketing Lab (WP)* /UE / LV-Nr: MV38 / 4.Semester / ECTS: 4</u> Portfolio assessment
Literature recommendation	<u>Theory & Practice Transfer /UE / LV-Nr: MV36 / 4.Semester / ECTS: 2</u> Wird im Rahmen der konkreten Ausgestaltung der außercurricularen Aktivitäten definiert
	<u>Finance Lab: Fintech, Investments & AI Use (WP)* /UE / LV-Nr: MV37 / 4.Semester / ECTS: 4</u> • Berk, Jonathan; DeMarzo, Peter: Corporate Finance. Pearson (latest edition) • Hull, John C.: Options, Futures and Other Derivatives. Pearson (latest edition) • Wooldridge, Jeffrey: Introductory Econometrics: A Modern Approach. South-Western: Thomson (latest edition)
	<u>Marketing Lab (WP)* /UE / LV-Nr: MV38 / 4.Semester / ECTS: 4</u> • Kotler, P. et al.: Marketing Management. Pearson. (in der aktuellen Auflage) • Aktuelle Journal Artikel (z.B. Journal of Marketing, Journal of International Marketing, etc.)
Acquisition of skills	<u>Theory & Practice Transfer /UE / LV-Nr: MV36 / 4.Semester / ECTS: 2</u> The participants: • identify and complete suitable extracurricular activities that contribute to expanding their specialist, methodological and social competencies (in coordination with the program director). • apply theoretically acquired knowledge in various practical contexts and reflect on the experiences gained in the process. • 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.
	<u>Finance Lab: Fintech, Investments & AI Use (WP)* /UE / LV-Nr: MV37 / 4.Semester / ECTS: 4</u> The participants: • expand their financial knowledge, in particular in the area of investment alternatives and portfolio theory. • prepare their own asset class analyses with the help of AI. • make and test their own investment decisions on the computer (via demo accounts on virtual platforms). • discuss innovations in the field of fintech. • develop their analytical thinking skills and apply their financial knowledge, in particular in the area of investment alternatives and portfolio theory.
	<u>Marketing Lab (WP)* /UE / LV-Nr: MV38 / 4.Semester / ECTS: 4</u> The participants: • analyze current market and marketing issues from practice, classify them on a well-founded academic basis and, building on this, develop new business models or strategically revise existing concepts. • describe current marketing challenges precisely, structure them systematically and situate them within overarching theoretical and market-related contexts. • independently work on complex marketing issues, discuss them in depth and present their results convincingly in a pitch situation in the form of a professionally developed strategy booklet. • evaluate and compare the strategic effects of individual and overarching measures with regard to their long-term implications. • assess and interpret interdisciplinary interactions between business model, marketing and adjacent disciplines and derive well-founded conclusions from them.
Course contents	<u>Theory & Practice Transfer /UE / LV-Nr: MV36 / 4.Semester / ECTS: 2</u>

	• Overview of 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 different formats (e.g., specialist events, student initiatives, non-profit projects) • Guidance and feedback on individual learning and development paths throughout the program
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Course contents	<u>Finance Lab: Fintech, Investments & AI Use (WP)* /UE / LV-Nr: MV37 / 4.Semester / ECTS: 4</u> • Investment alternatives and modern portfolio theory • Analysis of different asset classes • Developing one's own investment decisions based on risk-return profiles and personal preferences • New fintech developments
	<u>Marketing Lab (WP)* /UE / LV-Nr: MV38 / 4.Semester / ECTS: 4</u> • Selected current issues in the field of the market and/or marketing within the framework of a specific practical project, a virtual project or based on academic articles. • Trends in economic conditions that have a lasting impact on the market and marketing.
Teaching and learning methods	<u>Theory & Practice Transfer /UE / LV-Nr: MV36 / 4.Semester / ECTS: 2</u> Blended Learning
	<u>Finance Lab: Fintech, Investments & AI Use (WP)* /UE / LV-Nr: MV37 / 4.Semester / ECTS: 4</u> Blended Learning
	<u>Marketing Lab (WP)* /UE / LV-Nr: MV38 / 4.Semester / ECTS: 4</u> Blended Learning
Evaluation Methods Criteria	<u>Theory & Practice Transfer /UE / LV-Nr: MV36 / 4.Semester / ECTS: 2</u> Portfolio assessment
	<u>Finance Lab: Fintech, Investments & AI Use (WP)* /UE / LV-Nr: MV37 / 4.Semester / ECTS: 4</u> Portfolio assessment
	<u>Marketing Lab (WP)* /UE / LV-Nr: MV38 / 4.Semester / ECTS: 4</u> Portfolio assessment

3 ADMISSION REQUIREMENTS

The general admission requirements are governed by § 4 FHG as amended; accordingly, the subject-specific admission requirement for a university of applied sciences master's program is a completed, subject-relevant bachelor's degree from a university of applied sciences or the completion of an equivalent program comprising at least 180 ECTS credits at a recognized domestic or foreign postsecondary educational institution.

1. For the purposes of this application, bachelor's degree programs or equivalent postsecondary educational qualifications in the fields of social sciences and economics (based on ISCED 2013, Fields of Education and Training 03/04) are considered relevant if they cover the core subject areas of marketing, communication, management, and business administration (based on ISCED 2013, Fields of Education and Training 031/032/041), in a total volume of at least 30 ECTS.
Of these, at least 6 ECTS must be in the area of mathematics and statistics, 6 ECTS in economics, and 15 ECTS in business administration.
2. In its program architecture, Kufstein University of Applied Sciences in Tyrol provides for the integration of bachelor's and master's programs in accordance with the Bologna Process: Upon successful completion of a bachelor's degree, graduates have several options for pursuing a master's degree both at and outside of Kufstein University of Applied Sciences in Tyrol. For this Master's program, graduates of the following degree programs at Kufstein University of Applied Sciences in Tyrol (regardless of the program's organizational structure) would be eligible for admission based on the aforementioned academic background:
 - International Business Management
 - Marketing & Communication Management
 - Leadership & Business Management
 - Business Psychology & Management
 - Sports, Culture, & Event Management
 - Leadership and Business Management
 - Web Business & Technology
3. The languages of instruction and examination at Kufstein University of Applied Sciences in Tyrol are German and English across all degree programs. Therefore, students from non-German-speaking countries must provide proof of proficiency in German.
4. All instruction is conducted 100% in English. Therefore, a proven language proficiency level of at least B2.
5. Verification of compliance with the admission requirements is the responsibility of the program director of the Master's program in International Business Management.