



## Study regulations of the Master study programme

### **International Business Studies**

leading to the award of the academic title

Master of Arts in Business,  
abbreviated M.A.

as an appendix to the statutes of the FH Kufstein Tirol

**Organisational form:** full-time

**Duration:** 4 semesters

**Total number of ECTS:** 120 ECTS

**Number of places per academic year:** 30

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the FH Kufstein Board

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With the amendment to the University Act 2020, the so-called "University of Applied Sciences Studies Act (FHStG)" has been renamed "University of Applied Sciences Act (FHG)". Accordingly, a necessary editorial adjustment was made in this document on January 13th, 2021 and the name FHStG was replaced by FHG.

# 1 JOB PROFILES

## 1.1 Fields of employment

Based on the skills acquired by students, the following fields of employment and job profiles are examples of those open to graduates of the Master study programme "International Business Studies".

### Business

The classic area of employment for graduates of the Master study programme "International Business Studies" is the field of business. The following sectors within this field serve as examples of possible jobs open to graduates of this Master study programme.

- **Strategic (Marketing) Management**

Strategic management is the area of business studies focusing on developing, planning and implementing goals and policies within organisations. Graduates of the Master study programme are able to work in this field - in particular in the area of market-related strategic marketing management - thanks to the skills acquired during their studies.

- **Business Development**

Business development refers to the continued development of a economically-oriented organisation. Techniques used in business development include evaluating marketing opportunities and sales markets, analysing the business situation of clients and competitors, pursuing new business deals and follow-up deals, as well as drafting business documents and creating business models.

- **(Strategic) Product Marketing**

Working under the Key Account Manager, product marketers are responsible for positioning their company's products in the best way possible for the company's sales department. As well as this operative task, there is also strategic product marketing. This is close to innovation management and addresses the company's long-term orientation, in particular when it comes to developing new products and further developing existing ones.

- **Market Development**

On the one hand there are market development managers whose task it is to open up new geographical markets for the company's products, build distribution networks abroad and thus expand the company's client base. In this case the market development manager's main task is to increase the company's export volume. This is known as horizontal market development (regional market expansion). On the other hand there are market development managers who, based on good relations with clients and suppliers, develop competitive advantages which all business partners along the supply chain can benefit from. This is known as vertical market development (deepening market exploitation).

- **Integrated Business Communication**

In marketing and public relations, integrated communication refers to the process of comprehensive and networked, but at the same time targeted, communication. It comprises analysis, planning, organisation, implementation and monitoring of the entire internal and external communication of companies, organisations or people with the aim of ensuring consistent and coordinated business communication. Modern business communication uses many ways to communicate with the respective target audiences. Integrated communication aims to use the many different instruments and measures of internal and external communication to create a closed communication system with no contradictions. The aim is to present a consistent image of the company or its reference object (for example, products and services, but also ideas and opinions). Integrated communication takes place at two levels: overall communication (as planning and coordination) and communication instruments.

- **Management in SMEs**

Thanks to the broad skillset acquired by graduates of the Master study programme "International Business Studies", they are very well prepared to assume management roles in SMEs.

- **Independent entrepreneurs**

Thanks to the broad skillset acquired by graduates of the Master study programme “International Business Studies”, they are also very well prepared to set themselves up as independent entrepreneurs.

- **Operative Cash Management**

Cash management refers to all short-term financial planning measures within a company. It covers all tasks and measures designed to ensure liquidity and to achieve the maximum possible efficiency in payment transactions. Cash management is more than simply financial management. It also includes active, goal-driven steering of liquidity aimed at guaranteeing and maintaining the company’s solvency. Cash management is a part of financial management and therefore categorised as being part of the Treasury. It can be carried out either directly at the parent company or via a finance company (based in the same country or in another country) belonging to the parent company.

- **Treasury Management**

The larger a company is and the more global its scope, the more likely it is that the company will have a dedicated treasury management. In companies, the Treasury aims to support the sales and purchasing activities by mitigating financial risks. The areas which the Treasury is responsible for depend on how processes are organised within the respective company. Treasury management can refer to all areas which are involved in financial management and the management of financial risk. In very large companies, the term Treasury or Treasury Department only refers to the front office responsible for concluding financial transactions. This is separate from the back office, which processes transactions and may also be responsible for financial risk controlling. In small companies, the Treasury is first and foremost responsible for cash management.

- **Controlling**

Controlling focuses on designing and operating qualitative and quantitative steering instruments and adapting these to the company’s strategic goals. It includes coordinating information flows, analysing and interpreting data, and supporting decision-making processes at management level.

## Finance

Graduates of the Master study programme “International Business Studies” can work in most of the areas mentioned above in the field of finance, albeit with a particular focus on finance-related issues. The jobs mentioned above can often be found in the following areas of the financial sector:

- banks and investment companies
- insurers and financial intermediaries
- venture capital and private equity funds.

Students acquire the necessary specific skills if they decide to specialise in “Core Finance”.

## Consulting

Graduates of the Master study programme “International Business Studies” focus on the comprehensive and interdisciplinary skills needed in the field of consulting. Therefore, students are able to work in the following areas after completion of the Master study programme:

- **Business consulting**

Business consultants are often used by companies before they take a major decision or implement a major change. This can be related to human resources, a general restructuring of the company, a search for business partners for specific projects, a planned takeover of another company, etc. For example, when it comes to restructuring measures, companies are often unable to judge themselves what must be taken into account for major decisions within the company and, in particular, how the decisions they take will ultimately affect the individual departments in the company. Business consultants are generally able to show the companies they are working for several ways of reaching their goal or solving their problem. Business consultants offer consulting services only.

- **Organisational consulting**

Classic organisational consulting involves analysing the information and work processes as well as the information storage and administration. The second step is to increase the efficiency/effectiveness of these and optimise their “output”. This concerns not only people but also machines, tools, procedures, locations and processes. The focus is on organisation and how to optimise it. The process is action-oriented; the desired results are achieved through planned measures. Organisational consulting supports systems within an organisation (teams, working groups, project groups, sections, etc.) and

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aims to improve their networking and their ability to communicate, cooperate and organise themselves. Organisational consulting uses the given development potential of an organisational unit. It is a process where the persons involved become aware of organisational, structural and personal networks and turn this knowledge into targeted action. This awareness arises from solving problems together and reflecting on observations made by the people themselves and by others.

- **Marketing and communication consulting**

Marketing and communication consulting deals with all areas of marketing activities as well as external and internal communication activities. It is based on improving processes with the aim of increasing effectiveness/efficiency.

- **Market research**

Depending on the perspective, market research is understood to be (1) the systematic procurement, processing and analysis of market-relevant information and data with a view to using them to answer marketing questions or (2) the complete process of solving market-related business problems by analysing information about the relevant market or (3) an ongoing, systematic, objective process based on scientific methods to analyse market activity and the business environment in order to gain and evaluate information. Market research is used to take or inform marketing decisions. Market research is one of the most important marketing tools, but it also provides help when it comes to taking decisions in other areas of a company, such as controlling, sales and business intelligence.

## 1.2 Qualification profile

In accordance with the Dublin Descriptors for Bachelor, Master and PhD qualifications, the Master study programme "International Business Studies" (which follows on from the Bachelor study programme "International Business Studies") assumes a level of education, knowledge and skills correspondingly higher than that for the Bachelor. The Dublin Descriptors for Master study programmes state: Master degrees are awarded to students who:

- have demonstrated knowledge and understanding that is founded upon and extends and/or enhances that which is typically associated with Bachelor's level, and that which provides a basis or opportunity for originality in developing and/or applying ideas, often within a research context;
- can apply their knowledge and understanding as well as problem solving abilities in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their field of study;
- have the ability to integrate knowledge and handle complexity, and formulate judgments with incomplete or limited information, but that include reflecting on social and ethical responsibilities linked to the application of their knowledge and judgments;
- can communicate their conclusions, and the knowledge and rationale underpinning these, to specialist and non-specialist audiences clearly and unambiguously;
- have the learning skills to allow them to continue to study in a manner that may be largely self-directed or autonomous.

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The Master study programme "International Business Studies" at the FH Kufstein therefore aims to give graduates the following skills:

### **Specific content-related skills and knowledge: (Marketing, finance, strategic marketing)**

- Specific skills in the fields of services marketing, consumer marketing and marketing communication.
- Specific skills in strategies for growing companies and entering markets.
- Strategic and operative decisions based on the analysis of company data and the planning of these data in marketing.
- Planning and organisation of business processes.
- Evaluation of issues related to foreign trade and currency policy.
- Specific skills related to corporate finance and financial management.
- Specific skills related to corporate controlling and international accounting.
- Specific knowledge of the tools in the field of international financing.
- Knowledge of company ratings, for example as the basis for carrying out company transactions.

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- Knowledge about the use of modern tools to take strategic decisions.
- Operative and strategic decisions based on the analysis of corporate data and financial data.

#### **Methodical skills and knowledge: (Economics and quantitative methods)**

- Specific skills in qualitative and quantitative methods of market research and financial market analysis.
- Application of planning instruments in the field of strategic marketing and management.
- Ability to learn, research and develop solutions for complex problems independently.

#### **Linguistic, cultural and social skills and knowledge: (Applied business competences)**

- Fluent business English.
- Systemic thinking skills.
- Communication of important social skills such as team work, team development and conflict management as well as leading conversations and negotiations.
- Ability to assume responsible leadership.

In accordance with the Dublin Descriptors mentioned above, a comparative analysis of the skills and knowledge taught in the Bachelor study programme "International Business Studies" and those taught in the consecutive Master study programme "International Business Studies" reveals the following differences:

- The Master study programme comprises advanced courses in marketing and financing as well as in methodological fields (in particular econometrics and the application of econometrics in real-life projects). These courses build on the knowledge acquired in a Bachelor study programme. Accordingly, the skills acquired by the students in the Master study programme are at a higher level than those acquired by students in the Bachelor study programme.
- When looking at the recommended reading in the module descriptions, it can be seen that even if some courses taught in the Master contain similar content to courses in the Bachelor, the level of the Master courses is higher.
- The knowledge and skills mentioned (in particular the specific content-related and methodological skills) are clearly different from those taught in the Bachelor study programme "International Business Studies" because graduates of the Master are trained to find specific solutions and build management skills in a range of different contexts and situations.

This difference in level between Bachelor and Master results in the following different working areas for graduates of the respective study programmes. While graduates of the Bachelor study programme "International Business Studies" tend to work at the level of qualified administrative assistants, graduates of the Master study programme International Business Studies are qualified to take on management positions in these fields.

Furthermore, graduates of the Master study programme "International Business Studies" have the necessary prerequisites to begin a PhD in social sciences or economics.

## 2 CURRICULUM

### 2.1 Curriculum information

	FT	PT	Comments
<b>First academic year</b>	2014/15		
<b>Normal duration of studies</b>	4		
<b>Semester periods (mandatory)</b>	66		
<b>Teaching weeks per semester</b>	15		
<b>Total course hours (mandatory)</b>	990		
<b>Total ECTS (mandatory)</b>	120		
<b>Start of winter semester</b>	Week 39		
<b>End of winter semester</b>	Week 6		
<b>Start of summer semester</b>	Week 9		
<b>End of summer semester</b>	Week 27		
<b>Weeks in winter semester</b>	17		
<b>Weeks in summer semester</b>	17		
<b>Mandatory semester abroad</b>	No		
<b>Teaching language</b>	English		
<b>Work placement</b>	No		

## 2.2 Curriculum matrix

All four semesters of the Master study programme have the same structure:

- “Core” courses represent the basis of the study programme and must therefore be completed by all students.
- In addition to the “Core” courses, the two specialisations “Core Finance” and “Core Marketing” are offered. Students must decide at the start of their studies which of these specialisations they wish to take.

Most lessons take place as integrated courses. This means that theory is combined with practical exercises. Integrated courses give teachers the chance to combine theory, practice and seminar elements in the best way possible when it comes to both content and time management.

As well as acquiring comprehensive skills in the core elements of international marketing, international management and international financial management, students are also taught modern quantitative and qualitative methods of data analysis.

The Master thesis should ideally address a practical topic from the field of international marketing, international management or international financial management. The thesis should be underpinned by empirical analyses.

1st semester			15 teaching weeks					
Master study programme "International Business Studies" (full-time)								
Code	Course name	Type	TU	No. of groups	TUO	CHO	Module	ECTS
<b>Core</b>								
V.ST1.1	Strategic Management I (Fundamentals)	ITG	2	1	2	30	ST1	3
V.EC1.1	Econometrics I (Qualitative Research Methods)	ITG	2	1	2	30	EC1	3
V.EC1.2	Quantitative Methods for International Business	ITG	2	1	2	30	EC1	3
V.EC1.3	Economics for International Business	ITG	2	1	2	30	EC1	3
V.AB1.1	Academic Writing Skills I	SE	1	1	1	15	AB1	2
V.AB1.2	International Teambuilding and Trans-Cultural Management	ITG	2	1	2	30	AB1	4
V.AB1.3	Conflict Management and Negotiation Skills	SE	2	1	2	30	AB1	3
<b>Core Finance</b>								
V.FI1.1	Corporate Finance I	ITG	2	1	2	30	FI1	3
V.FI1.2	Analysis of Financial Statements	ITG	2	1	2	30	FI1	3
V.FI1.3	International Accounting I	ITG	2	1	2	30	FI1	3
<b>Core Marketing</b>								
V.MK1.1	Services Marketing	ITG	2	1	2	30	MK1	3
V.MK1.2	Consumer Marketing	ITG	2	1	2	30	MK1	3
V.MK1.3	Marketing communication	ITG	2	1	2	30	MK1	3
<b>Total</b>			<b>19</b>		<b>25</b>	<b>375</b>		<b>3</b>
Course = total teaching units per week x teaching weeks per			<b>285</b>					



2nd semester				15 teaching weeks				
Master study programme "International Business Studies" (full-time)								
Code	Course name	Type	TU	No. of groups	TUO	CHO	Module	ECTS
<b>Core</b>								
V.ST1.2	Strategic Management II	ITG	2	1	2	30	ST1	3
V.EC2.1	Econometrics II (Quantitative Research Methods)	ITG	2	1	2	30	EC2	3
V.EC2.2	International Economics I	ITG	2	1	2	30	EC2	3
V.ELC.1	Elective IBS I	ITG	2	1	2	30	ELC	3
V.AB2.1	International Management Consulting	ITG	2	1	2	30	AB2	3
V.AB2.2	Project Management	ITG	2	1	2	30	AB2	3
<b>Core Finance</b>								
V.FI2.1	Multinational Business Finance	ITG	2	1	2	30	FI2	3
V.FI2.2	Corporate Finance II	ITG	2	1	2	30	FI2	3
V.FI2.3	International Accounting II	ITG	2	1	2	30	FI2	3
V.FI2.4	Integrated Excursion Finance	ITG	2	1	2	30	FI2	3
<b>Core Marketing</b>								
V.MK2.1	International Marketing	ITG	2	1	2	30	MK2	3
V.MK2.2	Consumer Behaviour and Psychology	ITG	2	1	2	30	MK2	3
V.MK2.3	Industrial Marketing	ITG	2	1	2	30	MK2	3
V.MK3.4	Integrated Excursion Marketing	ITG	2	1	2	30	MK2	3
<b>Total</b>			<b>20</b>		<b>28</b>	<b>420</b>		<b>3</b>
Course = total teaching units per week x teaching weeks per semester			<b>300</b>					

3rd semester				15 teaching weeks				
Master study programme "International Business Studies" (full-time)								
Code	Course name	Type	TU	No. of groups	TUO	CHO	Module	ECTS
<b>Core</b>								
V.EC3.1	Econometrics III	ITG	2	1	2	30	EC3	3
V.EC3.2	International Economics II	ITG	2	1	2	30	EC3	3
V.AB2.3	Business Ethics	ITG	2	1	2	30	AB2	2
V.ST2.1	Strategic Management III (Game Theory for Managers)	ITG	2	1	2	30	ST2	3
V.AB2.4	Academic Writing Skills II (Thesis Proposal)	SE	1	1	1	15	AB2	1
V.ELC.2	Elective IBS II	ITG	2	1	2	30	ELC	3
<b>Core Finance</b>								
V.AF1.1	Semester Project - Finance	PT	2	1	2	30	AF1	Wk 6
V.AF1.2	Corporate Finance III	ITG	2	1	2	30	AF1	3
V.AF2.1	Behavioural Finance	ITG	2	1	2	30	AF2	3
V.AF2.2	Finance in Turnaround Situations	ITG	2	1	2	30	AF2	3
<b>Core Marketing</b>								
V.AM1.1	Semester Project - Marketing	PT	2	1	2	30	AM1	Wk 6
V.AM1.2	Non-profit Marketing	ITG	2	1	2	30	AM1	3
V.AM2.1	International Product Management	ITG	2	1	2	30	AM2	3
V.AM2.2	Marketing in Turnaround Situations	ITG	2	1	2	30	AM2	3
<b>Total</b>			<b>19</b>		<b>27</b>	<b>405</b>		<b>3</b>
Course = total teaching units per week x teaching weeks per semester			<b>285</b>					

4th semester				15 teaching				
Master study programme "International Business Studies" (full-time)								
Code	Course name	Type	TU	No. of groups	TUO	CHO	Module	ECTS
<b>Core</b>								
V.AB3.1	Thesis	Tutorial	0,6	30	18	270	AB3	18
V.AB3.2	Thesis Seminar	SE	1	2	2	30	AB3	2
V.AB4.1	Turnaround Management	SE	2	1	2	30	AB4	4
V.ST2.2	Strategic Management IV (Innovation Management/Human Resource Management/Entrepreneurship/Change Management)	ITG	2	1	2	30	ST2	3
<b>Core Finance</b>								
V.AF2.3	Contemporary Issues in Finance	ITG	2	1	2	30	AF2	3
<b>Core Marketing</b>								
V.AM2.3	Contemporary issues in Marketing	ITG	2	1	2	30	AM2	3
<b>Total</b>			<b>7</b>		<b>28</b>	<b>420</b>		<b>3</b>
Course = total teaching units per week x teaching weeks per semester			<b>105</b>					

Abbreviations			
CHO	Course hours offered	ECTS	ECTS credits
TUO	Teaching units offered	PT	Project
ECTS	European Credit Transfer System	SE	Seminar
CO	Course	TU	Teaching unit(s)
CH	Course hour(s)	ITG	Integrated course

## 2.3 Module descriptions

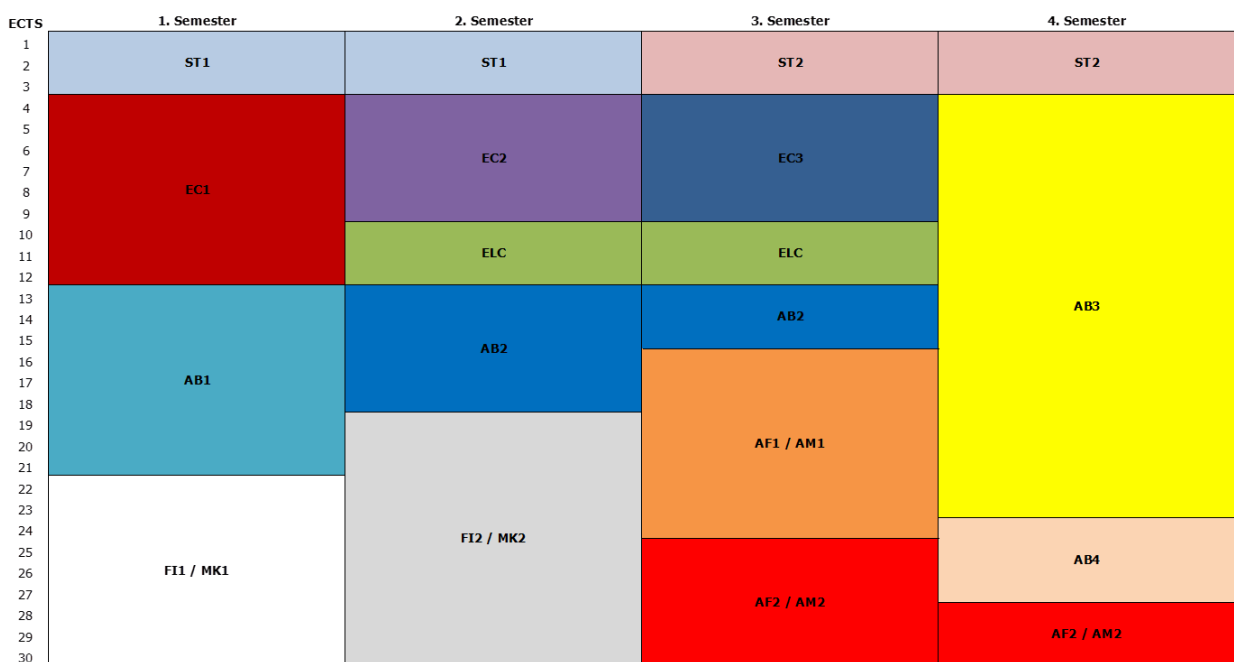
The study programme is divided into 18 modules. Once they have chosen their area of specialisation (Marketing or Finance), students must complete 14 of these 18 modules. The following abbreviations are used in the module descriptions below. They are also contained in the names of the individual courses.

Abbreviations			
AB1	Applied Business Competences 1	EC2	Economics 2
AB2	Applied Business Competences 2	EC3	Economics 3
AB3	Applied Business Competences 3	ELC	Electives
AB4	Applied Business Competences 4	FI1	Finance 1
AF1	Advances Finance 1	FI2	Finance 2
AF2	Advanced Finance 2	MK1	Marketing 1
AM1	Advanced Marketing 1	MK2	Marketing 2
AM2	Advanced Marketing 2	ST1	Strategic Management 1
EC1	Economics 1	ST2	Strategic Management 2

The modules are divided into the following categories:

- Core: AB1, AB2, AB3, AB4, EC1, EC2, EC3, ELC, ST1, ST2  
These modules must be completed by all students.
- Core Marketing: AM1, AM2, MK1, MK2  
These modules must be completed by students who have chosen the specialisation Marketing.
- Core Finance: AF1, AF2, FI1, FI2  
These modules must be completed by students who have chosen the specialisation Finance.

Grafische Übersicht über die Module



**Module description**  
**Strategic Management 1**

<b>Module number:</b>	<b>Module title:</b>	<b>Number of ECTS:</b>
<b>ST1</b>	<b>Strategic Management 1</b>	<b>6 ECTS</b>
Study programme	International Business Studies	
Position in curriculum	1st and 2nd semester	
Categorisation	Core	
Level	Introduction	
Course(s) required		
Block course	No	
Participating students	Master students in the 1st and 2nd semester	
Contributes to following modules	ST2	
Recommended reading	<ul style="list-style-type: none"> <li>• <u>Strategic Management I</u> <ul style="list-style-type: none"> <li>○ Porter (1998). Competitive Strategy: Techniques for Analyzing Industries and Competitors. Free Press.</li> <li>○ Parnell (2013). Strategic Management. Sage Publications.</li> <li>○ David (2012). Strategic Management: Concepts and Cases. Addison Wesley.</li> </ul> </li> <li>• <u>Strategic Management II</u> <ul style="list-style-type: none"> <li>○ Porter (1998). Competitive Strategy: Techniques for Analyzing Industries and Competitors. Free Press.</li> <li>○ Parnell (2013). Strategic Management. Sage Publications.</li> <li>○ David (2012). Strategic Management: Concepts and Cases. Addison Wesley.</li> </ul> </li> </ul>	
Acquisition of skills	<ul style="list-style-type: none"> <li>▪ <u>Strategic Management I</u> Students           <ul style="list-style-type: none"> <li>• understand the basics of strategic management (definitions, goals, problems);</li> <li>• are familiar with the strategic pyramid (mission, vision &amp; mission statement, aims, strategies);</li> <li>• are familiar with the instruments of strategic analysis and planning (trend analysis, lifecycle analysis, SWOT, portfolio analysis, product market matrix, etc.);</li> <li>• are familiar with strategic models and competition strategies.</li> </ul> </li> <li>• <u>Strategic Management II</u> Students           <ul style="list-style-type: none"> <li>○ are familiar with tools for developing strategies;</li> <li>○ understand the strategic process;</li> <li>○ are able to evaluate different strategic management decisions using instruments based on industrial economics and game theory.</li> </ul> </li> </ul>	
<b>Course title</b>	<b>Strategic Management I</b>	
Number of ECTS	3 ECTS	
Position in curriculum	1st semester	
Teaching and learning forms	Integrated course	
Examination	Written examination and/or written essay and/or presentation	
Course content	Students learn the latest approaches, methods and tools for strategic management in companies. Introduction to strategic management (characterisation, what is strategy?), General Management Navigator, Business Intelligence Modell, strategy process (Harvard Business School strategy model), descriptive strategy process models, design models for strategic management, evolution theory and system theory as models for strategic thinking and action, environmental analyses from a strategic point of view.	
<b>Course title</b>	<b>Strategic Management II</b>	

Number of ECTS	3 ECTS
Position in curriculum	2nd curriculum
Teaching and learning forms	Integrated course
Examination	Written examination and/or written essay and/or presentation
Course content	Evaluation models in strategic management, value creation processes and value chain management, performance measurement in strategic management, strategic e-business management and strategic internet marketing in highly networked markets and areas of convergence.

### Module description

#### Economics 1

Module number:	Module title:	Number of ECTS:
<b>EC1</b>	<b>Economics 1</b>	<b>9 ECTS</b>
Study programme	International Business Studies	
Position in curriculum	1st semester	
Categorisation	Core	
Level	Introduction	
Course(s) required		
Block course	No	
Participating students	Master students in the 1st semester	
Contributes to following modules	EC2	
Recommended reading	<ul style="list-style-type: none"> <li>• <u>Econometrics I</u> <ul style="list-style-type: none"> <li>○ Seale, C., Gobo, G., Gubrium, J.F. &amp; Silverman, D. (2004): Qualitative research practice. London: Sage.</li> <li>○ Bauer, M.W. &amp; Gaskell, G. (2000): Qualitative Researching with Text, Image and Sound, London: Sage.</li> <li>○ Flick, U. (2009): An Introduction to Qualitative Research, London: Sage.</li> </ul> </li> <li>• <u>Quantitative Methods for International Business</u> <ul style="list-style-type: none"> <li>○ Anderson, D.R., Williams, T.A., Sweeney, D.J. (2013): Statistics for Economics &amp; Business. Cengage Learning Emea.</li> <li>○ Sydsaeter, K., Hammond, P.J. (2008): Essential Mathematics for Economic Analysis. Pearson.</li> </ul> </li> <li>• <u>Economics for International Business</u> <ul style="list-style-type: none"> <li>○ Krugman, P.R., Wells, R. (2012): Economics. 3rd edition Worth Publ. Inc.</li> <li>○ Krugman, P.R., Wells, R. (2012): Macroeconomics. 3rd edition Palgrave Macmillan.</li> <li>○ Krugman, P.R., Wells, R. (2012): Microeconomics. 3rd edition Palgrave Macmillan.</li> <li>○ Pindyck, R.S., Rubinfeld, D.L. (2010): Microeconomics. Prentice Hall International.</li> </ul> </li> </ul>	
Acquisition of skills	<ul style="list-style-type: none"> <li>• <u>Econometrics I</u> Students           <ul style="list-style-type: none"> <li>○ understand the most important fundamental methods of qualitative data analysis;</li> <li>○ are able to apply their knowledge to real-life problems.</li> </ul> </li> <li>• <u>Quantitative Methods for International Business</u> Students           <ul style="list-style-type: none"> <li>○ understand the most common methods of mathematical modelling in economics.</li> </ul> </li> <li>• <u>Economics for International Business</u> Students           <ul style="list-style-type: none"> <li>○ understand the fundamentals of microeconomics theory</li> </ul> </li> </ul>	
<b>Course title</b>	<b>Econometrics I</b>	
Number of ECTS	<b>3 ECTS</b>	
Position in curriculum	1st semester	
Teaching and learning forms	Integrated course	

Examination	Written examination and/or written essay and/or presentation
Course content	This course focuses on the most important methods of qualitative data analysis such as creating questionnaires, carrying out interviews with experts, holding focus groups and observation. Particular emphasis is placed on the opportunities presented by data collection and data analysis.
<b>Course title</b>	<b>Quantitative Methods for International Business</b>
Number of ECTS	<b>3 ECTS</b>
Position in curriculum	1st semester
Teaching and learning forms	Integrated course
Examination	Written examination and/or written essay and/or presentation
Course content	This course aims to ensure that all students are at the same level when it comes to quantitative methods. Regarding mathematical methods, special focus is placed on optimising the function of several unknowns with and without auxiliary conditions. Regarding statistical methods, students learn about the most important aspects of descriptive statistics and the fundamentals of inductive statistics.
<b>Course title</b>	<b>Economics for International Business</b>
Number of ECTS	<b>3 ECTS</b>
Position in curriculum	1st semester
Teaching and learning forms	Integrated course
Examination	Written examination and/or written essay and/or presentation
Course content	This course aims to ensure that all students are at the same level when it comes to their knowledge of economics. This refers to both fundamental macroeconomic models as well as, in particular, the microeconomic models of market theory and price theory.

**Module description**  
Advanced Business Competences 1

Module number:	Module title:	Number of ECTS:
<b>AB1</b>	<b>Advanced Business Competences 1</b>	<b>9 ECTS</b>
Study programme	International Business Studies	
Position in curriculum	1st semester	
Categorisation	Core	
Level	Introduction	
Course(s) required		
Block course	No	
Participating students	Master students in the 1st semester	
Contributes to following modules	AB2	
Recommended reading	<ul style="list-style-type: none"> <li>• <u>Academic Writing Skills I</u> <ul style="list-style-type: none"> <li>○ Alvesson, M., &amp; Sandberg, J. (2013). Constructing research questions. London: Sage Publ.</li> <li>○ American Psychological Association. (2010). Publication Manual of the American Psychological Association (6<sup>th</sup> ed.). APA.</li> <li>○ Cottrell, S. (2005). Critical thinking skills. Basingstoke: Palgrave.</li> <li>○ Perrin, R. (2012). Pocket Guide to APA style. Boston: Wadsworth Learning.</li> <li>○ Swales, J., &amp; Feak, C. (2012). Academic writing for graduate students. Ann Arbor: Univ. of Michigan Press.</li> <li>○ White, B. (2003). Dissertation Skills for business and management students. London: Cassell.</li> </ul> </li> <li>• <u>International Teambuilding and Trans-Cultural Management</u> <ul style="list-style-type: none"> <li>○ Branine, M. (2011). Managing across cultures. London : Sage Publ.</li> <li>○ Browaey, M.-J., &amp; Price, R. (2011). Understanding cross-cultural management. Harlow: Financial Times Prentice Hall.</li> <li>○ Cooper, G. L. (Ed.). (2005). Leadership and management in the 21st century. Oxford: Oxford Univ. Press.</li> <li>○ Gannon, M. J. (Ed.). (2002). Handbook of cross-cultural management. Oxford: Blackwell Business.</li> <li>○ Guirdham, M. (2011). Communicating across cultures at work. Basingstoke: Palgrave Macmillan.</li> <li>○ Hall, E. T., &amp; Hall, M. R. (2003). Understanding cultural difference (13th ed.). Yarmouth: Intercultural Press.</li> <li>○ Hofstede, G. (2005). Cultures and organizations (2nd ed.). New York: McGraw-Hill.</li> <li>○ Lane, H., Maznevski, M., Deetz, J., Di Stephano, J., International Management Behavior. Leading with a Global Mindset, John Wiley&amp;Sons, 2009.</li> <li>○ Maznevski, M., Di Stefano, J., Synergies from individual Differences. In: Perspectives for Managers 108, March 2004</li> <li>○ Mead, R. (2005). International Management: cross-cultural dimensions (3rd ed.). Malden, Mass: Blackwell.</li> <li>○ My Hanh Derungs, I. Trans-cultural Leadership for Transformation. Palgrave 2011.</li> <li>○ Redding, S. G. (2002). Cross-cultural management. Cheltenham: Elgar.</li> <li>○ Simons, G. F. (2002). EuroDiversity: A business guide to managing difference. Boston: Butterworth-Heinemann.</li> <li>○ Spencer-Oatey, H., Franklin, P. Intercultural Interaction. A multidisciplinary Approach to Intercultural Competences. Palgrave 2009.</li> <li>○ Thomas, D. C., &amp; Inkson, K. (2003). Cultural Intelligence - people skills for global business. San Francisco: Berret-Koehler.</li> </ul> </li> <li>• <u>Conflict Management and Negotiation Skills</u></li> </ul>	



	<ul style="list-style-type: none"> <li>○ Butler, M. J. (2009). International conflict management. London: Routledge.</li> <li>○ Dana, D. (2001). Conflict resolution: mediation tools for everyday worklife. New York: McGraw-Hill.</li> <li>○ Deutsch, M. (Ed.). (2006). Handbook of conflict resolution. San Francisco: Jossey-Bass.</li> <li>○ Goldman, A. J., &amp; Rojot, J. (2003). Negotiation: theory and practice. The Hague: Kluwer Law International.</li> <li>○ Jost, P.-J., &amp; Weitzel, U. (2010). Strategic conflict management. Cheltenham: Elgar.</li> <li>○ Kenton, B., &amp; Penn, S. (2009). Change, conflict and the corporate community. Amsterdam: Elsevier Butterworth Heinemann.</li> <li>○ Shapiro, D. (2004). Conflict and communication. New York: IDEA Press.</li> <li>○ Zartman, I. W. (2008). Negotiation and Conflict Management. London: Routledge.</li> </ul>
Acquisition of skills	<ul style="list-style-type: none"> <li>• <u>Academic Writing Skills I</u> Students             <ul style="list-style-type: none"> <li>○ know what academic writing skills are;</li> <li>○ know how to formulate a hypothesis;</li> <li>○ are able to argue in a logical way in order to draw conclusions;</li> <li>○ are able to apply different research techniques when producing a piece of academic writing;</li> <li>○ are familiar with the ethical principles of academic writing and research.</li> </ul> </li> <li>• <u>International Teambuilding and Trans-Cultural Management</u> Students             <ul style="list-style-type: none"> <li>○ understand the influencing effect of culture, people, groups, organisations and society;</li> <li>○ have an analytical and conceptual understanding of their own culture;</li> <li>○ are able to recognise and understand important differences to other cultures;</li> <li>○ understand how culture influences our opinions and behaviour;</li> <li>○ recognise how and when cultural differences hinder business relations;</li> <li>○ recognise the meaning of leadership and teambuilding in a multicultural setting.</li> </ul> </li> <li>• <u>Conflict Management and Negotiation Skills</u> Students are able to             <ul style="list-style-type: none"> <li>○ understand the theories, processes and practical elements of negotiations, conflict resolution and relationship management;</li> <li>○ identify general myths and misunderstandings about negotiating;</li> <li>○ recognise different types of negotiations;</li> <li>○ understand how culture can influence negotiations and how the theories developed by Hofstede, Trompenaars, etc. can be used to resolve conflicts in a multicultural context.</li> </ul> </li> </ul>
<b>Course title</b>	<b>Academic Writing Skills I</b>
Number of ECTS	<b>2 ECTS</b>
Position in curriculum	1st semester
Teaching and learning forms	SE
Examination	Written essay and/or presentation
Course content	The first part of this course looks at what academic writing is, in particular when it comes to writing a Master thesis. Students learn about the different phases of writing and the skills required. A very important element of the course is how to generate ideas in order to produce a hypothesis. Furthermore, students learn the difference between methodology and method and receive an insight into quantitative and qualitative research methods. The ethical principles of writing a Master thesis are also discussed.

<b>Course title</b>	<b>International Teambuilding and Trans-Cultural Management</b>
Number of ECTS	<b>4 ECTS</b>
Position in curriculum	1st semester
Teaching and learning forms	SE
Examination	Written essay and/or presentation
Course content	<p>The course "International Teambuilding and Transcultural Management" has the following goals and areas of focus.</p> <p>On the one hand, students are introduced to international teambuilding.</p> <ul style="list-style-type: none"> <li>▪ Which opportunities and challenges does an international team present?</li> <li>▪ Which phases does the teambuilding process comprise? (Bridging – Mapping – Integrating)</li> <li>▪ How can the skills of the individual team members be used in the best possible way? (Students should know their own skills and cultural preferences; finding synergies)</li> <li>▪ Which skills does the team leader require?</li> </ul> <p>This part of the course focuses on the following content. How can intercultural skills and culture-specific knowledge be used in the best way possible in a team? How can knowledge of group dynamics be used successfully, especially in international groups? How can I communicate that, with the right leadership, culturally diverse groups are more efficient and more innovative? Method: theoretical input, exercises on the teambuilding process – a strong link to the real world is important.</p> <p>The second part of the course looks at transcultural management. Here, students are prepared for challenges they will face in the international business environment. This part of the course focuses on the following questions.</p> <ul style="list-style-type: none"> <li>▪ What does transcultural management mean? (Culture and transculture in an international context; where do the challenges and opportunities lie?)</li> <li>▪ Leadership in an international context: leadership theories, challenges, skills</li> <li>▪ Culture of organisation in international and transcultural environments.</li> <li>▪ Profile of leaders in transcultural contexts.</li> </ul> <p>This part of the course focuses on the following content: Developing global awareness, aims of transcultural management in international organisations and companies, implementation and goals/visions, profile and characteristics of leaders in these contexts, perspectives in the 21st century. Method: theoretical input, case studies, analysis of global companies, analysis of different leadership styles in different cultural settings, best and worst practices – very practice-oriented.</p>
<b>Course title</b>	<b>Conflict Management and Negotiation Skills</b>
Number of ECTS	<b>3 ECTS</b>
Position in curriculum	1st semester
Teaching and learning forms	SE
Examination	Written essay and/or presentation
Course content	<p>In this course students learn that negotiations, conflict resolution and relationship management are complex processes. We start with the conceptual framework of negotiating, looking at all elements of negotiations in both the public and private sector. In particular, students will learn concepts, processes, strategies and ethical questions related to negotiating, as well as how to behave in negotiations in a multicultural context. Moreover, students will learn to apply the theories, processes and practises of conflict resolution in order to negotiate better in different situations. National and cultural differences when it comes to conflict management are also discussed.</p>

### Module description

#### Finance 1

Module number:	Module title:	Number of ECTS:
<b>FI1</b>	<b>Finance 1</b>	<b>9 ECTS</b>
Study programme	International Business Studies	
Position in curriculum	1st semester	
Categorisation	Core Finance	
Level	Introduction	
Course(s) required		
Block course	No	
Participating students	Master students in the 1st semester	
Contributes to following modules	FI2	
Recommended reading	<ul style="list-style-type: none"> <li>• <u>Analysis of Financial Statements</u> <ul style="list-style-type: none"> <li>○ Fridson/Alvarez (2011). Financial Statement Analysis: A Practitioner's Guide. Wiley Finance.</li> <li>○ Penman (2012). Financial Statement Analysis and Security Valuation. McGraw-Hill.</li> <li>○ Wilson/Carpenter (2011). Analysis of Financial Statements. Nabu Press.</li> <li>○ Graham/Meredith (1998). The Interpretation of Financial Statements: The Classic 1937 Edition. HarperBusiness.</li> </ul> </li> <li>• <u>International Accounting I:</u> <ul style="list-style-type: none"> <li>○ Douplik (2011). International Accounting. McGraw-Hill.</li> <li>○ Douplik/Perera (2008). International Accounting. McGraw-Hill.</li> <li>○ Choi/Meek (2010). International Accounting. Prentice Hall.</li> </ul> </li> <li>• <u>Corporate Finance I:</u> <ul style="list-style-type: none"> <li>○ Berk/DeMarzo (2013). Corporate Finance. Pearson Education.</li> <li>○ Brealey/Myers/Allen (2010). Principles of Corporate Finance – Global Edition. McGraw-Hill.</li> <li>○ Brealey (2011). Fundamentals of Corporate Finance. McGraw-Hill.</li> </ul> </li> </ul>	
Acquisition of skills	<ul style="list-style-type: none"> <li>• <u>Analysis of Financial Statements</u> <ul style="list-style-type: none"> <li>○ Students are able to understand and interpret in detail annual financial statements.</li> </ul> </li> <li>• <u>International Accounting I</u> <ul style="list-style-type: none"> <li>○ Students are able to:</li> <li>○ evaluate the central role of the International Financial Accounting Standards (IFRS);</li> <li>○ and to understand the legal and cultural differences in the application and meaning of these norms in accounting;</li> <li>○ understand the genesis and meaning of the differences between annual financial statements produced according to IAS and those produced according to IFRS;</li> <li>○ produce an annual financial statement according to IAS and/or IFRS on their own.</li> </ul> </li> <li>• <u>Corporate Finance I</u> <ul style="list-style-type: none"> <li>○ Upon successful completion of this course, students have basic knowledge of the analysis tools needed to understand the capital market and the instruments of the capital market, as well as to apply the latter in a targeted manner.</li> </ul> </li> </ul>	
<b>Course title</b>	<b>Analysis of Financial Statements</b>	
Number of ECTS	<b>3 ECTS</b>	
Position in curriculum	1st semester	
Teaching and learning forms	Integrated course	
Examination	Written examination and/or written essay and/or presentation	

Course content	Students learn to identify the most important information from an annual financial statement relating to the asset, profit and success structure. In the context of shareholder value in companies listed on the stock exchange, they should be able to calculate the most important information on profitability from a business report. Emphasis is placed on correct collection and allocating of the individual international accounting guidelines. Course content: Target groups and analysis options; asset and capital structure; payment flows and liquidity; profitability data: Equity profitability and total equity profitability, leverage effect, value-oriented concepts such as shareholder value and economic value added; systems of indicators and insolvency prognoses; effects of international accounting standards for individual and company financial statement on accounting policy and accounting analysis.
<b>Course title</b>	<b>International Accounting I</b>
Number of ECTS	<b>3 ECTS</b>
Position in curriculum	1st semester
Teaching and learning forms	Integrated course
Examination	Written examination and/or written essay and/or presentation
Course content	Students learn to draw up and interpret an annual financial statement using the internationally recognised accounting standards IAS (International Accounting Standards) and IFRS (International Financial Reporting Standards). When it comes to bookkeeping, the IAS and IFRS standards are based on the accrual principle, which is recognised as the leading system and used by almost all companies worldwide. Course content: Characteristics: Development, data collection, transparency; integration of cost accounting and financial accounting; fundamental differences to the Austrian Commercial Code (UGB); components of annual financial statements; balance sheet items and fundamental principles for evaluating assets and capital; off-balance items.
<b>Course title</b>	<b>Corporate Finance I</b>
Number of ECTS	<b>3 ECTS</b>
Position in curriculum	3rd semester
Teaching and learning forms	Integrated course
Examination	Written examination and/or written essay and/or presentation
Course content	Students attending this course are expected to know the fundamental processes of investment analysis as well as those related to source and forms of finance. Taking this into account, the course focuses on the central investment and financing decisions taken by companies as well as relevant issues of financing and capital market theory. These include evaluating independent investments in uncertain circumstances, portfolio selection theory as an approach for decisions on independent investments in uncertain circumstances, the capital asset pricing model (CAPM) and arbitrage pricing theory (APT), portfolio management, operating and financial leverage, models for calculating optimal debt levels, evaluation of capital market-oriented real investments and companies.

### Module description

#### Marketing 1

Module number:	Module title:	Number of ECTS:
<b>MK1</b>	<b>Marketing 1</b>	<b>9 ECTS</b>
Study programme	International Business Studies	
Position in curriculum	1st semester	
Categorisation	Core Marketing	
Level	Specialisation	
Course(s) required		
Block course	No	
Participating students	Master students in the 1st semester	
Contributes to following modules	MK2	
Recommended reading	<ul style="list-style-type: none"> <li>▪ <u>Services Marketing</u> <ul style="list-style-type: none"> <li>○ Lovelock/Wirtz (2010). Services Marketing. Prentice Hall.</li> <li>○ Schultz/Doerr/Frederikson (2013). Professional Services Marketing: How the Best Firms Build Premier Brands, Thriving Lead Generation Engines, and Cultures of Business Development Success. Wiley.</li> </ul> </li> <li>• <u>Consumer Marketing (B-to-C)</u> <ul style="list-style-type: none"> <li>○ Pride/Ferrell (2008). Marketing. South Western Publication.</li> <li>○ Kotler/Keller (2011). Marketing Management. Prentice Hall.</li> </ul> </li> <li>▪ <u>Marketing Communication</u> <ul style="list-style-type: none"> <li>○ Shimp (2008). Advertising Promotion and Other Aspects of Integrated Marketing Communications. South Western Cengage.</li> <li>○ Rossiter/Bellman (2005). Marketing Communications. Prentice Hall.</li> <li>○ Farris/Bendle/Pfeifer/Reibstein (2010). Marketing Metrics: The Definitive Guide to Measuring Marketing Performance. Pearson Prentice Hall.</li> </ul> </li> </ul>	
Acquisition of skills	<ul style="list-style-type: none"> <li>▪ <u>Services Marketing</u> Students are able to recognise the main differences between services and classic products as well as their major influence on the overall mix of marketing tools. They have realised that services are an increasingly important source of value creation in modern industrialised nations and can incorporate aspects of sustainable marketing and problem solving into their strategies and concepts.</li> <li>▪ <u>Consumer Marketing (B-to-C)</u> Students know advanced approaches and views in modern marketing. Thus, they are able to successfully analyse complex decisions in relation to marketing challenges and to develop a usable approach within an acceptable period of time. They become aware of the importance of continuous improvement in all areas of marketing.</li> <li>• <u>Marketing Communication</u> Students know all the major forms of marketing communication know how and in which field each form of marketing communication should be used. Have knowledge of advertising, sales promotion and PR. Students are also able to evaluate the efficiency of communication measures that have been previously implemented.</li> </ul>	
<b>Course title</b>	<b>Services Marketing</b>	
Number of ECTS	<b>3 ECTS</b>	
Position in curriculum	1st semester	
Teaching and learning forms	Integrated course	
Examination	Written examination and/or written essay and/or presentation	

Course content	<p>This course teaches students how to develop a strategy aimed at the marketing and growth of a service provider, including creating and successfully establishing a service brand. To do this, a range of marketing tools (positioning, product, price, place and promotion) are used as a benchmark to plan, implement and evaluate a marketing plan for a service provider. Focus is placed on the acquisition of new clients. The importance of psychological factors is also discussed.</p> <p>Throughout the course, real-life examples and cases are used to emphasise the main points.</p>
<b>Course title</b>	<b>Consumer Marketing</b>
Number of ECTS	<b>3 ECTS</b>
Position in curriculum	1st semester
Teaching and learning forms	Integrated course
Examination	Written examination and/or written essay and/or presentation
Course content	<p>This course focuses on the strategic aspect of modern consumer marketing, in particular on building and maintaining long-term customer relations using tools, segmentation and characterisation of specific target groups (clients, stakeholders) and market partners, market positioning and establishment through analysis of distribution networks, strategic pricing decisions, relationship and brand management as well as the development of new products taking into consideration dynamic changes in demand. Further factors such as protection of the environment, ethics and social responsibility are also considered. Several examples are used to demonstrate how a range of tools from the extended marketing mix (positioning, product, price, place, promotion) can be used.</p>
<b>Course title</b>	<b>Marketing Communication</b>
Number of ECTS	<b>3 ECTS</b>
Position in curriculum	1st semester
Teaching and learning forms	Integrated course
Examination	Written examination and/or written essay and/or presentation
Course content	<p>This course looks at the fundamental characteristics and the operative implementation of communication processes in marketing. Focus is placed on choosing appropriate media and communication methods for communication between companies and relevant target markets. The course mainly addresses the issue of selecting the right communication tools to achieve the desired marketing effect, including (and in particular) in an international context: advertising, sales promotion and PR.</p> <p>Another focus is on international brand management for consumer goods, with mainly global players being analysed. Fundamentals, trends and decision-making processes for successful management of marketing communication are highlighted. Using case studies, students learn how to use media systems and communication agencies with a view to communications policy in European and global markets.</p>

**Module description**  
Economics 2

<b>Module number:</b>	<b>Module title:</b>	<b>Number of ECTS:</b>
<b>EC2</b>	<b>Economics 2</b>	<b>6 ECTS</b>
Study programme	International Business Studies	
Position in curriculum	2nd semester	
Categorisation	Core	
Level	Advanced	
Course(s) required	EC1	
Block course	No	
Participating students	Master students in the 2nd semesters	
Contributes to following modules	EC3	
Recommended reading	<ul style="list-style-type: none"> <li>• <u>Econometrics II</u> <ul style="list-style-type: none"> <li>○ Kennedy, P.: A Guide to Econometrics. 5th edition Blackwell, 2006.</li> <li>○ Wooldridge, J.M.: Introductory Econometrics. A Modern Approach. 2nd edition, Mason, 2003.</li> </ul> </li> <li>• <u>International Economics I</u> <ul style="list-style-type: none"> <li>○ Feenstra, R.: Advanced International Trade – Theory and Evidence. Princeton, Oxford, 2004.</li> <li>○ Krugman, P.R., Obstfeld, M.: International Economics. Theory and Policy. Boston et al., 2003.</li> <li>○ Rivera Batiz, L.A., Oliva, M.-A.: International Trade – Theory, Strategies and Evidence. Oxford, 2003.</li> <li>○ Voudsen, N.: The Economics of Trade Protection. Cambridge, 1990.</li> </ul> </li> </ul>	
Acquisition of skills	<ul style="list-style-type: none"> <li>• <u>Econometrics II</u> Students           <ul style="list-style-type: none"> <li>○ understand the most important fundamental methods of data analysis;</li> <li>○ are able to carry out these analyses with the support of computers;</li> <li>○ are able to apply their knowledge to real-life problems.</li> </ul> </li> <li>• <u>International Economics I</u> Students           <ul style="list-style-type: none"> <li>○ understand the fundamental issues related to foreign trade , both theoretically and empirically;</li> <li>○ understand the impact of trade strategies.</li> </ul> </li> </ul>	
<b>Course title</b>	<b>Econometrics II</b>	
Number of ECTS	<b>3 ECTS</b>	
Position in curriculum	2nd semester	
Teaching and learning forms	Integrated course	
Examination	Written examination and/or written essay and/or presentation	
Course content	The aim of the course is for students to learn fundamental quantitative and qualitative data analysis which is used in business, particularly in marketing and market research, depending on the quality of the data available. It includes regression analysis, analysis of variance, discriminant analysis, contingency analysis, factor analysis, cluster analysis, multidimensional scaling and conjoint analysis. Students have the chance to apply these procedures to real data using the most common statistics software packages (SPSS, Stata, EViews, Gauss, etc.).	
<b>Course title</b>	<b>International Economics I</b>	
Number of ECTS	<b>3 ECTS</b>	
Position in curriculum	2nd semester	

Teaching and learning forms	Integrated course
Examination	Written examination and/or written essay and/or presentation
Course content	The course enables students to take a critical look at the fundamental issues related to foreign trade. Based on the theory of international trade, we evaluate the trade policies of a "small country" as well as the effect of tariffs and quotas. A second major area of focus is the trade policy of "large countries". These includes issues such as optimal tariff levels and trade wars. Further topics addressed include foreign trade strategies to promote export, import protection, strategic trade policy and the political economics of protection.



**Module description**  
Electives

<b>Module number:</b>	<b>Module title:</b>	<b>Number of ECTS:</b>
<b>ELC</b>	<b>Electives</b>	<b>6 ECTS</b>
Study programme	International Business Studies	
Position in curriculum	2nd and 3rd semester	
Categorisation	Core	
Level	Advanced	
Course(s) required	Are detailed for each course offered	
Block course	Yes	
Participating students	Master students in the 2nd and 3rd semester	
Contributes to following modules		
Recommended reading	<ul style="list-style-type: none"> <li>• <u>Dependent on course</u></li> </ul>	
Acquisition of skills	<p>In every Master study programme at the Fachhochschule Kufstein Tirol at least one elective is offered per semester; wherever possible, this course is held in English. Students receive a choice of electives each semester and can choose according to their preferences. The result is a catalogue of courses offering students the opportunity to expand and deepen their skills in a wide range of areas. Therefore, the acquisition of skills depends on which elective the student selects.</p>	
<b>Course title</b>	<b>Elective IBS I</b>	
Number of ECTS	<b>3 ECTS</b>	
Position in curriculum	2nd semester	
Teaching and learning forms	Integrated course	
Examination	Written examination and/or written essay and/or presentation	
Course content	<p><u>Electives available include, for example,</u></p> <ul style="list-style-type: none"> <li>• <u>Global Marketing</u></li> <li>• <u>Business Process Management</u></li> <li>• <u>Knowledge Management</u></li> <li>• <u>Customer Relationship Management</u></li> <li>• <u>International Corporate Identity</u></li> <li>• <u>Diversity Management</u></li> <li>• <u>Cross-Cultural Management</u></li> <li>• <u>Business Continuity &amp; Risk Management</u></li> <li>• <u>Mergers &amp; Acquisitions</u></li> <li>• <u>Event Management</u></li> <li>• <u>International Real Estate Management</u></li> </ul>	
<b>Course title</b>	<b>Elective IBS II</b>	
Number of ECTS	<b>3 ECTS</b>	
Position in curriculum	3rd semester	
Teaching and learning forms	Integrated course	
Examination	Written examination and/or written essay and/or presentation	
Course content	<p><u>Electives available include, for example,</u></p> <ul style="list-style-type: none"> <li>• <u>Global Marketing</u></li> <li>• <u>Business Process Management</u></li> <li>• <u>Knowledge Management</u></li> <li>• <u>Customer Relationship Management</u></li> <li>• <u>International Corporate Identity</u></li> <li>• <u>Diversity Management</u></li> <li>• <u>Cross-Cultural Management</u></li> <li>• <u>Business Continuity &amp; Risk Management</u></li> <li>• <u>Mergers &amp; Acquisitions</u></li> </ul>	

- Event Management
- International Real Estate Management

**Module description**  
Advanced Business Competences 2

<b>Module number:</b>	<b>Module title:</b>	<b>Number of ECTS:</b>
<b>AB2</b>	<b>Advanced Business Competences 2</b>	<b>9 ECTS</b>
Study programme	International Business Studies	
Position in curriculum	2nd and 3rd semester	
Categorisation	Core	
Level	Advanced	
Course(s) required	AB1	
Block course	No	
Participating students	Master students in the 2nd and 3rd semester	
Contributes to following modules	AB3	
Recommended reading	<ul style="list-style-type: none"> <li>• <u>International Management Consulting</u> <ul style="list-style-type: none"> <li>○ Biggs, D. (2010). Management Consulting: A Guide for Students. South Western Educational Publishing</li> <li>○ Kubr, M. (2005). Management Consulting: A Guide to the Profession. Bookwell Publications.</li> <li>○ McKenna, C. (2010). Management Consulting in the Twentieth Century. Cambridge University Press.</li> </ul> </li> <li>• <u>Project Management</u> <ul style="list-style-type: none"> <li>○ Kerzner, H. (2013). Project Management: A systems approach to Planning, Scheduling, and Controlling. Wiley.</li> <li>○ Berkun, S. (2008). Making Things Happen: Mastering Project Management. O'Reilly Media</li> </ul> </li> <li>• <u>Academic Writing Skills II</u> <ul style="list-style-type: none"> <li>○ Alvesson, M., &amp; Sandberg, J. (2013). Constructing research questions. London: Sage Publ.</li> <li>○ American Psychological Association. (2010). Publication Manual of the American Psychological Association (6th ed.). APA.</li> <li>○ Cottrell, S. (2005). Critical thinking skills. Basingstoke: Palgrave.</li> <li>○ Perrin, R. (2012). Pocket Guide to APA style. Boston: Wadsworth Learning.</li> <li>○ Swales, J., &amp; Feak, C. (2012). Academic writing for graduate students. Ann Arbor: Univ. of Michigan Press.</li> <li>○ White, B. (2003). Dissertation Skills for business and management students. London: Cassell.</li> </ul> </li> <li>• <u>Business Ethics</u> <ul style="list-style-type: none"> <li>○ Crane, A., &amp; Matten, D. (2010). Business ethics. Oxford: Oxford Univ. Press.</li> <li>○ Gibson, K. (2007). Ethics and business: an introduction. Cambridge: Cambridge University Press.</li> <li>○ Hutchings, K. (2010). Global Ethics: an introduction. Cambridge: Polity.</li> <li>○ Kline, J. M. (2010). Ethics for international business. New York: Routledge.</li> <li>○ Little, I. M. (2002). Ethics, economics and politics. Oxford: Oxford Univ. Press.</li> <li>○ Mele, D. (2009). Ethics in action. Basingstoke: Palgrave Macmillan.</li> <li>○ Murphy, P. E. (2012). Ethics in marketing. London: Routledge.</li> <li>○ Sterba, J. P. (2009). Ethics: the big questions. Chichester: Wiley-Blackwell.</li> <li>○ Trevino, L. K., &amp; Nelson, K. A. (2007). Managing business ethics. Hoboken: Wiley.</li> </ul> </li> </ul>	
Acquisition of skills	<ul style="list-style-type: none"> <li>• <u>International Management Consulting</u> After successfully completing this course, students are familiar with the theory and practice of management consul</li> </ul>	

	<p>ting. They are able to apply the most important techniques, structure projects and plan final presentations. They are able to analyse and evaluate the opportunities and risks of management consulting, taking into account ethical considerations.</p> <ul style="list-style-type: none"> <li>• <b>Project Management</b> Upon successful completion of this course, students are able to structure and plan large projects, select a team and manage these projects in a responsible way (using standard project planning software). They are also able to draw up a specification sheet and a final report.</li> <li>• <b>Academic Writing Skills II</b> Upon completion of this course, students are able to <ul style="list-style-type: none"> <li>○ write clear and concrete exposés;</li> <li>○ research literature;</li> <li>○ apply the APA Referencing System for academic writing.</li> </ul> </li> <li>• <b>Business Ethics</b> This course gives students the ability to <ul style="list-style-type: none"> <li>○ develop a broad understanding of the role of economic ethics in modern society;</li> <li>○ recognise how decisions in society influence the surrounding environment;</li> <li>○ understand and apply different perspectives of ethics as well as the acceptable and unacceptable conditions for their use;</li> <li>○ know the origins of ethical values;</li> <li>○ be tolerant towards different but equally valid opinions with regard to questions of ethics.</li> </ul> </li> </ul>
<b>Course title</b>	<b>International Management Consulting</b>
Number of ECTS	<b>3 ECTS</b>
Position in curriculum	2nd semester
Teaching and learning forms	Integrated course
Examination	Written examination and/or written essay and/or presentation
Course content	<p>This course gives students a comprehensive overview of management consulting. As well as addressing the history and theory of management consulting, the course looks at the typical management consulting process and the organisation behind it. Focus is placed in particular on the techniques required in management consulting. Finally, ethical aspects are also discussed.</p> <p>It is planned that students should have the opportunity to apply the knowledge they have gained to a real-life project.</p>
<b>Course title</b>	<b>Project Management</b>
Number of ECTS	<b>3 ECTS</b>
Position in curriculum	2nd semester
Teaching and learning forms	Integrated course
Examination	Written essay and/or presentation
Course content	<p>The course "Project Management" initially offers students an overview of the topic and then focuses on the organisation of project management and project management teams as well as the planning of projects. This includes writing a specification sheet and knowing how to deal with problems that may arise from the project itself or the members of the project team. The second half of the course concentrates on the practical application of these skills. During this phase, students also learn how to use a common project management tool.</p>
<b>Course title</b>	<b>Academic Writing Skills II</b>
Number of ECTS	<b>1 ECTS</b>
Position in curriculum	3rd semester
Teaching and learning forms	SE

Examination	Written essay and/or presentation
Course content	<p>This course follows on from the course "Academic Writing Skills I". It focuses mainly on the writing of exposés, in particular:</p> <ul style="list-style-type: none"> <li>• What is an exposé?</li> <li>• Why is an exposé important?</li> <li>• What makes a good exposé?</li> <li>• Examples of good exposés.</li> </ul> <p>The importance of literature research and literature evaluation is also discussed. In particular, the following points are addressed:</p> <ul style="list-style-type: none"> <li>• What is information?</li> <li>• Different types of information</li> <li>• How can you analyse and evaluate information?</li> <li>• Guidelines for literature research</li> </ul> <p>Correct citation methods, use of footnotes and stylistic issues are also discussed.</p>
<b>Course title</b>	<b>Business Ethics</b>
Number of ECTS	<b>2 ECTS</b>
Position in curriculum	3rd semester
Teaching and learning forms	SE
Examination	Written essay and/or presentation
Course content	<p>This course looks at the fundamental dimensions of ethics in the field of business studies. It is divided into three sections:                      i) Ethics and companies. ii) Ethics and interest groups. iii) Ethics and society.                      Each section ends with a current case study. Theoretical questions concerning ethics are also discussed, with a particular focus on an analytical approach. Students are encouraged to systematically analyse decisions and measures with regard to their effects on different areas of society, including legal, political, socio-cultural, economic and ecological issues.</p>

**Module description**  
Finance 2

Module number:	Module title:	Number of ECTS:
<b>FI2</b>	<b>Finance 2</b>	<b>12 ECTS</b>
Study programme	International Business Studies	
Position in curriculum	2nd semester	
Categorisation	Core Finance	
Level	Advanced	
Course(s) required	FI1	
Block course	No	
Participating students	Master students in the 2nd semester	
Contributes to following modules	AF1	
Recommended reading	<ul style="list-style-type: none"> <li>▪ <u>Multinational Business Finance</u> <ul style="list-style-type: none"> <li>○ Eiteman/Stonehill/Moffett (2012). Multinational Business Finance. Addison-Wesley Longman.</li> <li>○ Bergmann (Ed.) (2010). Handbook of Business and Finance: Multinational Companies, Venture Capital and Non-Profit Organizations. Nova Science.</li> <li>○ Moffett/Stonehill/Eiteman (2013). Fundamentals of Multinational Finance. Pearson Education.</li> </ul> </li> <li>▪ <u>Corporate Finance II</u> <ul style="list-style-type: none"> <li>○ Berk/DeMarzo (2013). Corporate Finance. Pearson Education.</li> <li>○ Brealey/Myers/Allen (2010). Principles of Corporate Finance – Global Edition. McGraw-Hill.</li> <li>○ Brealey (2011). Fundamentals of Corporate Finance. McGraw-Hill.</li> </ul> </li> <li>▪ <u>International Accounting II</u> <ul style="list-style-type: none"> <li>○ Douppnik (2011). International Accounting. McGraw-Hill.</li> <li>○ Douppnik/Perera (2008). International Accounting. McGraw-Hill.</li> <li>○ Choi/Meek (2010). International Accounting. Prentice Hall.</li> </ul> </li> <li>▪ <u>Integrated Excursion Project Finance</u> Literature depends on the respective excursion project.</li> </ul>	
Acquisition of skills	<ul style="list-style-type: none"> <li>• <u>Multinational Business Finance</u> <ul style="list-style-type: none"> <li>○ Students understand fundamental concepts and tried-and-tested methods of global finance management and are able to apply these.</li> <li>○ The students can apply this knowledge in particular in the international environment of multinational companies.</li> </ul> </li> <li>• <u>Corporate Finance II</u> <ul style="list-style-type: none"> <li>○ (Pure) capital markets serve as the benchmark for evaluation purposes and for the procurement of relevant information. Students understand theoretical concepts such as capital value, the capital asset pricing model (CAPM), information-efficient markets and principal-agent relations. These are then used so that students acquire knowledge of budget, investment and capital structure as well as dividend policies.</li> </ul> </li> <li>• <u>International Accounting I</u> Students are able to           <ul style="list-style-type: none"> <li>○ evaluate the central role of the International Financial Accounting Standards (IFRS) and understand legal and cultural differences in the application and significance of these norms in accounting.</li> </ul>           Furthermore, students are able to           <ul style="list-style-type: none"> <li>○ understand the genesis and meaning of the differences between annual financial statements produced according to IAS and those produced according to IFRS.</li> <li>○ Students are able to draw up an annual financial annual financial statement according to IAS</li> </ul> </li> </ul>	

	<p>and/or IFRS.</p> <ul style="list-style-type: none"> <li>• <u>Integrated Excursion Project Finance</u> <ul style="list-style-type: none"> <li>○ Students understand the cultural aspects of discourses in the subject area and organisations in the country and can reflect on cultural differences.</li> </ul> </li> </ul>
<b>Course title</b>	<b>Multinational Business Finance</b>
Number of ECTS	<b>3 ECTS</b>
Position in curriculum	2nd semester
Teaching and learning forms	Integrated course
Examination	Written examination and/or written essay and/or presentation
Course content	This course is taught from the perspective of a multinational company. A particular focus is placed on the special financing options on the international capital markets as well as on specific financing instruments such as interest and currency swaps, futures contracts, asset-backed securities and currency risk hedging.
<b>Course title</b>	<b>Corporate Finance II</b>
Number of ECTS	<b>3 ECTS</b>
Position in curriculum	2nd semester
Teaching and learning forms	Integrated course
Examination	Written examination and/or written essay and/or presentation
Course content	This course follows on from the course "Corporate Finance I". It focuses on: Fundamentals of option price theory and their application to real investment analysis; model of the perfect and information-efficient capital market and international trends regarding the perfection of financial markets; return expectations for investors as a basis for capital cost conception (risks of interest rate changes, inflation and exchange rates as well as use of appropriate financial innovations for hedging); explicit capital costs of individual financing forms as well as definition and differentiation of implied capital costs.
<b>Course title</b>	<b>International Accounting II</b>
Number of ECTS	<b>3 ECTS</b>
Position in curriculum	2nd semester
Teaching and learning forms	Integrated course
Examination	Written examination and/or written essay and/or presentation
Course content	Students learn to draw up and interpret a consolidated balance sheet using the usual consolidation methods and applying international standards. Course content: Fundamental differences to the Austrian Commercial Code (UGB); group of consolidated companies; consolidation fundamentals and methods: full consolidation, quota consolidation, equity method, pooling of interest method, cashflow statement.
<b>Course title</b>	<b>Integrated Excursion Project Finance</b>
Number of ECTS	<b>3 ECTS</b>
Position in curriculum	2nd semester
Teaching and learning forms	Integrated course
Examination method	Active participation in preparation of the cases, the excursion/company visits and participation in the discussion.
Course content	The companies visited as part of this excursion have particular tasks when it comes to corporate financial management. Ahead of the visit, students are made familiar with the specific situation so that the problem can be discussed at a high level. Ideally, students receive a description of the specific situation as a case which they then must prepare. Their proposed solution is then discussed during the company visit with representatives from the company.

**Module description**  
**Marketing 2**

<b>Module number:</b>	<b>Module title:</b>	<b>Number of ECTS:</b>
<b>MK2</b>	<b>Marketing 2</b>	<b>12 ECTS</b>
Study programme	International Business Studies	
Position in curriculum	2nd semester	
Categorisation	Core Marketing	
Level	Specialisation	
Course(s) required	MK1	
Block course	No	
Participating students	Master students in the 2nd semester	
Contributes to following modules	AM1	
Recommended reading	<ul style="list-style-type: none"> <li>▪ <u>International Marketing</u> <ul style="list-style-type: none"> <li>○ Baack/Harris/Baack (2012). International Marketing. Sage Publ Inc.</li> <li>○ Kotabe/Helsen (2010). Global Marketing Management. John Wiley &amp; Sons.</li> </ul> </li> <li>• <u>Consumer Behaviour and Psychology</u> <ul style="list-style-type: none"> <li>○ Solomon/Bamosy/Askegaard/Hogg (2009). Consumer Behaviour. Enhanced Media Edition: A European Perspective. Prentice Hall</li> <li>○ Linstrom (2008). Buyology: Truth and Lies About Why We Buy and the New Science of Desire. Crown Business.</li> </ul> </li> <li>▪ <u>Industrial Marketing</u> <ul style="list-style-type: none"> <li>○ Hutt/Speh (2012). Business Marketing Management: B2B. Cengage Learning.</li> <li>○ Brennan/Canning/McDowell (2010). Business Marketing Management: B2B. SAGE Advanced Marketing Series.</li> </ul> </li> <li>▪ <u>Integrated Excursion Project Marketing</u> Literatur in Abhängigkeit des Exkursions-Projekts</li> </ul>	
Acquisition of skills	<ul style="list-style-type: none"> <li>▪ <u>International Marketing</u> <ul style="list-style-type: none"> <li>▪ Students know the current approaches, methods and tools used for marketing in global markets and environments employing the extended marketing mix (positioning, product, price, place und promotion).</li> <li>▪ They also know the uses and limitations of new media and social platforms.</li> </ul> </li> <li>▪ <u>Consumer Behaviour and Psychology</u> Upon completion of the course, students are able to clearly identify rational and emotional aspects of consumer behaviour. They know how purchasing decisions are processed in the brain and that in some cases these decisions can be influenced. They also have fundamental knowledge of neuromarketing.</li> <li>• <u>Industrial Marketing (b-to-b)</u> Upon completion of this course, students are able to recognise the major differences between B2B marketing compared with B2C marketing and deduce consequences for marketing work.</li> <li>▪ <u>Integrated Excursion Project Marketing</u> After completing this excursion, which lasts roughly one week, students have an insight into the marketing situation of the companies visited.</li> </ul>	
<b>Course title</b>	<b>International Marketing</b>	
Number of ECTS	<b>3 ECTS</b>	
Position in curriculum	2nd semester	



Teaching and learning forms	Integrated course
Examination method	Written examination and/or written essay and/or presentation
Course content	This course gives a broad insight into the special characteristics and demands of global marketing, the importance of strategic thinking and action, and the ability to identify connections. Global marketing includes knowledge of the fragmented and heterogeneous global markets and their consumers; students learn how to gain insights into these issues via intelligent research and online interviews. Further aspects mentioned include vision, mission, mission statement, market and competition strategies, business field strategy, strategic portfolio management, global product life cycle analyses and different kinds of electronic-based communication as well as business canvassing.
<b>Course title</b>	<b>Consumer Behaviour and Psychology</b>
Number of ECTS	<b>3 ECTS</b>
Position in curriculum	2nd semester
Teaching and learning forms	Integrated course
Examination method	Written examination and/or written essay and/or presentation
Course content	Students learn the fundamentals of behavioural science and psychology for consumer research in relation to consumer behaviour. This includes basic knowledge of behavioural sciences, psychology, sociology, communication and neuromarketing.  Moreover, different models of social milieus are presented and analysed using practical examples, e.g. for market segmentation.
<b>Course title</b>	<b>Industrial Marketing</b>
Number of ECTS	<b>3 ECTS</b>
Position in curriculum	2nd semester
Teaching and learning forms	Integrated course
Examination method	Written examination and/or written essay and/or presentation
Course content	Characteristic of industrial goods markets: Market and demand structure, typed of buyers (organisations, institutions, state), decision processes and models for purchasing behaviour in different purchasing decision centres , influence factors inside and outside organisations in international comparison, tools of industrial goods marketing and their strategic implementation.
<b>Course title</b>	<b>Integrated Excursion Project Marketing</b>
Number of ECTS	<b>3 ECTS</b>
Position in curriculum	2nd semester
Teaching and learning forms	Integrated course
Examination method	Active participation in preparation of the cases, the excursion/company visits and participation in the discussion
Course content	The companies visited as part of this excursion are either currently facing or have successfully dealt with a challenging marketing situation. The students do not only visit the company but actively contribute their expertise in discussions on how to find a way out of the situations described above. Ideally, students receive a description of the specific situation as a case which they then must prepare. This proposal is then discussed during the company visit with representatives from the company.

**Module description**  
**Strategic Management 2**

<b>Module number:</b>	<b>Module title:</b>	<b>Number of ECTS:</b>
<b>ST2</b>	<b>Strategic Management 2</b>	<b>6 ECTS</b>
Study programme	International Business Studies	
Position in curriculum	3rd and 4th semester	
Categorisation	Core	
Level	Advanced	
Course(s) required	ST1	
Block course	No	
Participating students	Master students in the 3rd and 4th semester	
Contributes to following modules		
Recommended reading	<ul style="list-style-type: none"> <li>• <u>Strategic Management III (Game Theory for Managers)</u> <ul style="list-style-type: none"> <li>○ Dixit, A. K., Skeath, S. Games of Strategy. New York, 1999.</li> <li>○ Hatfield, M., Game Theory in Management: Modelling Business Decisions and Their Consequences, 2012.</li> <li>○ Kelley, A., Decision Making Using Game Theory: An Introduction for Managers, Cambridge, 2003.</li> <li>○ Maschler/Solan/Zamir (2013). Game Theory. Cambridge University Press.</li> </ul> </li> <li>• <u>Strategic Management IV (Innovation Management/Human Ressource Management/Entrepreneurship/Change Management)</u> <ul style="list-style-type: none"> <li>○ Bessant/Tidd (2011). Innovation and Entrepreneurship. Wiley.</li> <li>○ Harvard Business Review (2013). HBR's 10 Must Reads on Innovation. Perseus Books.</li> <li>○ O'Sullivan/Cameron/Green (2012). Making Sense of Change Management: A Complete Guide to the Models Tools and Techniques of Organizational Change. Kogan Page.</li> <li>○ Osterwalder/Pigneur (2010). Business Model Generation: A Handbook for Visionaries, Game Changers and Challengers. John Wiley.</li> </ul> </li> </ul>	
Acquisition of skills	<ul style="list-style-type: none"> <li>▪ <u>Strategic Management III</u> Students           <ul style="list-style-type: none"> <li>• know important fundamental principles of game theory analysis;</li> <li>• are able to apply these fundamental principles to real decision-making situations of managers.</li> </ul> </li> <li>• <u>Strategic Management IV (Innovation Management/Human Ressource Management/Entrepreneurship/Change Management)</u> <ul style="list-style-type: none"> <li>○ Using their knowledge, students are able to address issues related to innovation management and change management in a competent way. The focus is on planning and implementing innovation and change processes. Students acquire the conceptive knowledge and necessary skills in order to draw up, structure, evaluate and implement change and development processes.</li> <li>○ Students are then able to apply this knowledge when analysing case studies and creating a business plan for a new company still to be founded.</li> </ul> </li> </ul>	
<b>Course title</b>	<b>Strategic Management III (Game Theory for Managers)</b>	
Number of ECTS	<b>3 ECTS</b>	
Position in curriculum	3rd semester	
Teaching and learning forms	Integrated course	
Examination method	Examination at the end of the course	
Course content	Systems are characterised by interactions between their individual elements. Game theory looks at interactions, in particular the question of how decisions depend on each other and which effects this interdependence has. Game theory provides models for one-off and repeated games	

	, for asymmetrical information, for signal games and for evolutionary games. These games help us to recognise fundamental patterns in interaction and evaluate different possible ways of acting in a systematic way. Therefore, game theory is useful to explain systems and to achieve systemically successful management. This course gives students the opportunity to evaluate different strategic management decisions using instruments from game theory and the industrial economy.
<b>Course title</b>	<b>Strategic Management IV: Innovation Management/Human Ressource Management/Entrepreneurship/Change Management</b>
Number of ECTS	<b>3 ECTS</b>
Position in curriculum	4th semester
Teaching and learning forms	Integrated course
Examination method	Written examination and/or written essay and/or presentation
Course content	<p>Students learn to understand the connections between the central elements of a company such as vision, goals, strategy, environment, technology, culture, staff, remuneration, etc. and how to effectively manage these with a view to target-oriented change and development processes.</p> <p>The course looks at the theory of innovation, a necessary development process in every company, using real-life examples.</p> <p>It concludes by drawing up a business plan either as a precursor to the creation of a start-up or as a guide for the strategy-led further development of an existing company.</p>

**Module description**  
Economics 3

<b>Module number:</b>	<b>Module title:</b>	<b>Number of ECTS:</b>
<b>EC3</b>	<b>Economics 3</b>	<b>6 ECTS</b>
Study programme	International Business Studies	
Position in curriculum	3rd semester	
Categorisation	Core	
Level	Advanced	
Course(s) required	EC2	
Block course	No	
Participating students	Master students in the 3rd semester	
Contributes to following modules		
Recommended reading	<ul style="list-style-type: none"> <li>• <u>Econometrics III</u> <ul style="list-style-type: none"> <li>○ Kennedy, P.: A Guide to Econometrics. 5th edition Blackwell, 2006.</li> <li>○ Wooldridge, J.M.: Introductory Econometrics. A Modern Approach. 2nd edition, Mason, 2003.</li> </ul> </li> <li>• <u>International Economics II</u> <ul style="list-style-type: none"> <li>○ Ghosh, A.R., Gulde, A.-M., Wolf, H.C.: Exchange Rate Regimes. Choices and Consequences. Cambridge, 2003.</li> </ul> </li> </ul>	
Acquisition of skills	<ul style="list-style-type: none"> <li>• <u>Econometrics III</u> Students           <ul style="list-style-type: none"> <li>○ understand important advanced methods of econometrics;</li> <li>○ are able to carry out these analyses with the support of computers;</li> <li>○ are able to apply their skills and knowledge to real-life problems.</li> </ul> </li> <li>• <u>International Economics II</u> Students           <ul style="list-style-type: none"> <li>○ understand the fundamental connections between monetary foreign trade and the theory of exchange rates;</li> <li>○ understand the impact of monetary and currency policies.</li> </ul> </li> </ul>	
<b>Course title</b>	<b>Econometrics III</b>	
Number of ECTS	<b>3 ECTS</b>	
Position in curriculum	3rd semester	
Teaching and learning forms	Integrated course	
Examination method	Written examination and/or written essay and/or presentation	
Course content	The goal is for students to learn the modern advanced econometric methods which, depending on the quality of the data available, are used in business environments, in particular in marketing and market research. This includes regression analysis, time series analysis, panel data analysis, instrument variable estimation, factor analysis, logit estimation and probit estimation. These methods are applied to real data on the computer using the most common software statistics packages (e.g. SPSS, Stata, EViews, Gauss).	
<b>Course title</b>	<b>International Economics II</b>	
Number of ECTS	<b>3 ECTS</b>	
Position in curriculum	3rd semester	
Teaching and learning forms	Integrated course	
Examination method	Written examination and/or written essay and/or presentation	
Course content	The aim of the course is to teach students to critically analyse the fundamental issues surrounding exchange rate theory and currency policy. Based on knowledge of monetary and currency issues for flexible and restricted goods prices, the course looks at factors determining exchange rates and the regime of fixed and floating exchange	

Topics include the importance of currency uncertainty, a credible monetary policy and the definition of "optimal currency areas" as well as thoughts on the international financial architecture. Real-life examples are used throughout.

## Module description

### Advanced Finance 1

<b>Module number:</b>	<b>Module title:</b>	<b>Number of ECTS:</b>
<b>AF1</b>	<b>Advanced Finance 1</b>	<b>10 ECTS</b>
Study programme	International Business Studies	
Position in curriculum	3rd semester	
Categorisation	Core Finance	
Level	Advanced	
Course(s) required	FI2	
Block course	No	
Participating students	Master students in the 3rd semester	
Contributes to following modules	AF2	
Recommended reading	<ul style="list-style-type: none"> <li>▪ <u>Semester Project – Finance</u> Literature depends on the respective excursion project.</li> <li>▪ <u>Corporate Finance III</u> <ul style="list-style-type: none"> <li>• Berk/DeMarzo (2013). Corporate Finance. Pearson Education.</li> <li>• DePamphilis (2011). Mergers, Acquisitions, and Other Restructuring Activities: An Integrated Approach to Process, Tools, Cases, and Solutions. Academic Press.</li> <li>• Feldman (2013). The Entrepreneur's Growth Startup Handbook: 7 Secrets to Venture Funding and Successful Growth. John Wiley &amp; Sons.</li> <li>• Tseng (2013). M&amp;A Transactions: Financial Due Diligence from Zero to Professional. CreateSpace Independent Publishing.</li> </ul> </li> </ul>	
Acquisition of skills	<ul style="list-style-type: none"> <li>▪ <u>Semester Project – Finance</u> <ul style="list-style-type: none"> <li>○ Upon successful completion, students understand the complexity which is particularly a feature of finance projects. They are actively involved in developing and implementing this project. As a result they are able to deal with this level of complexity.</li> </ul> </li> <li>▪ <u>Corporate Finance III</u> <ul style="list-style-type: none"> <li>○ Students acquire detailed knowledge about important concepts and processes related to company acquisitions and cooperations from a business, organisational and capital-market perspective. Moreover, students are able to take the necessary decisions in M&amp;A processes at individual, group and company level in such a way that they are understandable, justifiable and fact-based.</li> </ul> </li> </ul>	
<b>Course title</b>	<b>Semester Project – Finance</b>	
Number of ECTS	<b>6 ECTS</b>	
Position in curriculum	3rd semester	
Teaching and learning forms	Integrated course	
Examination method	Written essay and/or presentation	
Course content	Students apply financial theory and financial market econometrics to real-life problems as part of a project. The interdisciplinary approach used aims to consolidate the skills and knowledge learned and teach students the implementation skills essential for working life.	
<b>Course title</b>	<b>Corporate Finance III</b>	
Number of ECTS	<b>3 ECTS</b>	
Position in curriculum	3rd semester	
Teaching and learning forms	Integrated course	
Examination method	Written examination and/or written essay and/or presentation	
Course content	Definition M&A; goals from a strategic and operational perspective; Phases of fusions and acquisitions; M&A strategy; strategic fit analysis;	

Pre-merger assessment, due diligence; appraisal; financial engineering;  
negotiations; post-merger integration; divestment; outsourcing

### Module description

#### Advanced Finance 2

Module number:	Module title:	Number of ECTS:
<b>AF2</b>	<b>Advanced Finance 2</b>	<b>10 ECTS</b>
Study programme	International Business Studies	
Position in curriculum	3rd and 4th semester	
Categorisation	Core Finance	
Level	Advanced	
Course(s) required	AF1	
Block course	No	
Participating students	Master students in the 3rd and 4th semester	
Contributes to following modules		
Recommended reading	<ul style="list-style-type: none"> <li>• <u>Behavioural Finance</u> <ul style="list-style-type: none"> <li>○ Baddeley (2012). Behavioural Economics and Finance. Routledge Chapman &amp; Hall.</li> <li>○ Montier (2002). Behavioural Finance: Insights into Irrational Minds and Markets. John Wiley &amp; Sons.</li> <li>○ Ackert/Deaves (2009). Behavioral Finance. Cengage Learning Emea.</li> </ul> </li> <li>• <u>Finance in Turnaround Situations</u> <ul style="list-style-type: none"> <li>○ Davis/Sihler (2002). Financial Turnarounds: Preserving Enterprise Value. Financial Times.</li> <li>○ Teng (2010). Ultimate handbook on corporate turnaround and transformation. Corporate Turnaround Centre Pte.</li> <li>○ Pederson/Forest/Olsen/Brunner (2012). The Four Week Financial Turnaround. Olsen &amp; Olsen Financial.</li> </ul> </li> <li>• <u>Contemporary Issues in Finance</u> Literature depends on the topic addressed during the semester.</li> </ul>	
Acquisition of skills	<ul style="list-style-type: none"> <li>▪ <u>Behavioural Finance</u> <ul style="list-style-type: none"> <li>○ Based on market events, students are able to critically evaluate the paradigm of the efficient market.</li> <li>○ Students understand how and where the teachings of behavioural finance complement and expand the established paradigms.</li> </ul> </li> <li>▪ <u>Finance in Turnaround Situations</u> <ul style="list-style-type: none"> <li>○ Students can initiate the path towards mastering a turnaround situation through financial reorganisation. They carry out deep analyses of the strategic and operative options and, based on this, create an implementation plan with a clear focus. In doing so, they focus in particular on implementing financial measures in line with the legal provisions for insolvent companies or those at risk of insolvency.</li> </ul> </li> <li>• <u>Contemporary Issues in Finance</u> <ul style="list-style-type: none"> <li>○ Students are able to understand and competently answer current questions and issues in economic journals relating to the financial world as well as in real-life projects.</li> </ul> </li> </ul>	
Course title	<b>Behavioural Finance</b>	
Number of ECTS	<b>3 ECTS</b>	
Position in curriculum	3rd semester	
Teaching and learning forms	Integrated course	
Examination method	Written examination at the end of the semester.	



Course content	The course combines an introduction to the relevant literature with group experiments to establish the differences between paradigms based on financing theory and those based on behavioural science. The aim is to compare and contrast theoretical results with empirical research into international financial markets. Students investigate possible explanations for the sub-optimal behaviour of players in the international financial markets.
<b>Course title</b>	<b>Finance in Turnaround Situations</b>
Number of ECTS	<b>3 ECTS</b>
Position in curriculum	3rd semester
Teaching and learning forms	Integrated course
Examination method	Written examination and/or written essay and/or presentation
Course content	In a company crisis to be solved using a turnaround, or in the case of an imminent restructuring of a company or part of a company, financial factors play an important role. Especially at the start of the turnaround process, concentrating on financial aspects is decisive for the success of the turnaround. This course outlines the strategic and tactical measures that can be used in a turnaround situation in order to successfully re-access the market. As well as looking at the necessary theory, a large part of the course is dedicated to analysing and working on real-life projects.
<b>Course title</b>	<b>Contemporary Issues in Finance</b>
Number of ECTS	<b>3 ECTS</b>
Position in curriculum	4th semester
Teaching and learning forms	Integrated course
Examination method	Written essay and/or presentation.
Course content	Students apply financial theory and financial market econometrics to real-life problems as part of a project. The interdisciplinary approach used aims to consolidate the skills and knowledge learned and teach students the implementation skills essential for working life.

**Module description**  
Advanced Marketing 1

<b>Module number:</b>	<b>Module title:</b>	<b>Number of ECTS:</b>
<b>AM1</b>	<b>Advanced Marketing 1</b>	<b>9 ECTS</b>
Study programme	International Business Studies	
Position in curriculum	3rd semester	
Categorisation	Core Marketing	
Level	Advanced	
Course(s) required	MK2	
Block course	No	
Participating students	Master students in the 3rd semester	
Contributes to following modules	AM2	
Recommended reading	<ul style="list-style-type: none"> <li>• <u>Semester Project Marketing</u> Literature depends on the marketing project.</li> <li>• <u>Non-Profit-Marketing</u> <ul style="list-style-type: none"> <li>○ Sargeant (2009). Marketing Management for Nonprofit Organizations. Oxford University Press.</li> <li>○ Lees-Marshment (2009). Political Marketing. Taylor&amp;Francis.</li> </ul> </li> </ul>	
Acquisition of skills	<ul style="list-style-type: none"> <li>• <u>Semester Project Marketing</u> Upon completion of the course, students understand the complexity that is particularly a feature of marketing projects and are able to deal with this complexity better thanks to being actively involved in the management of this project.</li> <li>• <u>Non-Profit-Marketing</u> This course makes it clear to students that marketing pervades and dictates many areas of economic life as a thinking concept and basis for action. Students are able to better evaluate the opportunities and limitations of how marketing ideas can be used in a range of fields (health services, politics, fundraising-based NGOs, etc.).</li> </ul>	
<b>Course title</b>	<b>Semester Project Marketing</b>	
Number of ECTS	<b>6 ECTS</b>	
Position in curriculum	3rd semester	
Teaching and learning forms	PT	
Examination method	Written essay and/or presentation	
Course content	Students determine appropriate marketing strategies for companies based on market research data and learn to apply the extended marketing mix (positioning, product, price, place, promotion) to the project. They also learn to develop concrete marketing measures in order to reach their goals.	
<b>Course title</b>	<b>Non-Profit Marketing</b>	
Number of ECTS	<b>3 ECTS</b>	
Position in curriculum	3rd semester	
Teaching and learning forms	Integrated course	
Examination method	Written examination and/or written essay and/or presentation	
Course content	<p>Market-oriented management is also becoming increasingly important for non-profit organisations. In such cases, profound knowledge of the market is essential. However, this expertise must also be adapted to match the special situation of the respective non-profit organisation.</p> <p>This course presents the strategic and tactical measures which non-profit organisations can and must employ in order to successfully compete with other organisations. The course looks in particular at organisations in the healthcare sector as well as political parties and non-profit organisations that depend on professional</p>	

	<p>All aspects of the extended marketing mix (positioning, product, price, place, promotion) are addressed using practical examples from the non-profit sector.</p> <p>As well as learning about the topics mentioned above, students also have the chance to hear from professionals working in the non-profit sector and participate in practical projects.</p>
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**Module description**  
Advanced Marketing 2

<b>Module number:</b>	<b>Module title:</b>	<b>Number of ECTS:</b>
<b>AM2</b>	<b>Advanced Marketing 2</b>	<b>6 ECTS</b>
Study programme	International Business Studies	
Position in curriculum	3rd semester	
Categorisation	Core Marketing	
Level	Advanced	
Course(s) required	AM1	
Block course	No	
Participating students	Master students in the 3rd semester	
Contributes to following modules		
Recommended reading	<ul style="list-style-type: none"> <li>• <u>International Product Management</u> <ul style="list-style-type: none"> <li>○ Haines, S. (2008). Product Manager's Desk Reference, Mcgraw-Hill Professional</li> </ul> </li> <li>• <u>Marketing in Turnaround Situations</u> <ul style="list-style-type: none"> <li>○ Estelami, H. (2010). Marketing turnarounds. A guide to surviving downturns and rediscovering growth. Dog Ear Publishing.</li> <li>○ Dolan, R. (1995). Marketing turnarounds. European Management Journal, 13(3), 239–244.</li> <li>○ Harker, M. (2009). The Role of Strategic Selling in the Company Turnaround Process. In: MarketingStrategy, S. 356-374.</li> <li>○ Harker, M. (1998). The Role of Marketing in the Company Turnaround Process. Industrial Marketing Management, 27(4), 315–327.</li> <li>○ Pretorius, M. (2008). When Porter's generic strategies are not enough: complementary strategies for turnaround situations. Journal of Business Strategy, 29(6), 19–28.</li> </ul> </li> </ul>	
Aquisition of skills	<ul style="list-style-type: none"> <li>• <u>International Product Management</u> Students know the processes, methods, techniques and tools which they need to work on product management within a company. This refers to the phases of planning, realisation and monitoring of marketing activities.</li> <li>• <u>Marketing in Turnaround Situations</u> Students know that the key to most turnaround situations lies in the performance side and therefore a successful turnaround is closely linked to marketing. They are aware that particularly in turnaround situations there must be a very exact analysis of the strategic options, followed by an honest appraisal of the market with clients and competition. Finally, the measures decided must be implemented efficiently and in a very cost-conscious manner. Moreover, students will be able to carry out these marketing operations in line with legal provisions for insolvent companies or those at risk of becoming insolvent.</li> </ul>	
<b>Course title</b>	<b>International Product Management</b>	
Number of ECTS	<b>3 ECTS</b>	
Position in curriculum	3rd semester	
Teaching and learning forms	Integrated course	
Examination method	Written examination and/or written essay and/or presentation	

Course content	<p>This course gives students a profound insight into how product management works in large manufacturers and service providers. Product managers are responsible for the planning, realisation and controlling of all marketing activities of "their" brand. They lead this brand like a company within the company. This requires profound knowledge about the market, competition and consumers.</p> <p>Students learn about the processes, methods, techniques and tools which they will need then working as a product manager in a company.</p> <p>As well as learning about the topics mentioned above, students also have the chance to hear from professionals working in the non-profit sector and participate in practical projects.</p>
<b>Course title</b>	<b>Marketing in Turnaround Situations</b>
Number of ECTS	<b>3 ECTS</b>
Position in curriculum	3rd semester
Teaching and learning forms	Integrated course
Examination method	Written examination and/or written essay and/or presentation/evaluation of case study
Course content	<p>In a company crisis to be solved using a turnaround, or in the case of an imminent restructuring of a company or part of a company, financial factors play an important role. However, in many cases not enough attention is paid to performance-side aspects. In particular, the importance of clear orientation according to the needs of the market is often not recognised clearly enough and not addressed in a determined and consistent way.</p> <p>This course underlines which strategies and tactical measures can be used in a turnaround situation in order to once again become a successful market participant. A focus is placed on the special requirements when it comes to marketing measures and the extended marketing mix (positioning, product, price, place, promotion) that result for a company situation characterised by much tension.</p> <p>As well as learning the necessary theory, students will spend a lot of time working on real-life projects.</p>
<b>Course title</b>	<b>Contemporary Issues in Marketing</b>
Number of ECTS	<b>3 ECTS</b>
Position in curriculum	4th semester
Teaching and learning forms	Integrated course
Examination method	Written essay and/or presentation
Course content	As part of a project and/or using real-life projects or academic articles, selected current issues relating to marketing are analysed, discussed and evaluated.

**Module description**  
Advanced Business Competences 3

<b>Module number:</b>	<b>Module title:</b>	<b>Number of ECTS:</b>
<b>AB3</b>	<b>Applied Business Competences 3</b>	<b>20 ECTS</b>
Study programme	International Business Studies	
Position in curriculum	4th semester	
Categorisation	Core	
Level	Advanced	
Course(s) required	AB2	
Block course	No	
Participating students	Master students in the 4th semester	
Contributes to following modules		
Recommended reading	<ul style="list-style-type: none"> <li>• <u>Thesis</u> Depends on the topic of the Master thesis.</li> <li>• <u>Thesis Seminar</u> Depends on the topic of the Master thesis.</li> </ul>	
Aquisition of skills	<ul style="list-style-type: none"> <li>• <u>Thesis</u> <ul style="list-style-type: none"> <li>○ Specific knowledge in the field of business thinking;</li> <li>○ Dealing with conflict areas related to theory/empiricism as well as optimisation of business processes/ethical alternatives for action;</li> <li>○ Knowledge of the specific business terms in English.</li> </ul> </li> <li>• <u>Thesis Seminar</u> Students           <ul style="list-style-type: none"> <li>○ are able to produce academic analyses of marketing or financial issues;</li> <li>○ are able to write an empirical Master thesis based on the principles of academic writing.</li> </ul> </li> </ul>	
<b>Course title</b>	<b>Thesis</b>	
Number of ECTS	<b>18 ECTS</b>	
Position in curriculum	4th semester	
Teaching and learning forms		
Examination method		
Course content		
<b>Course title</b>	<b>Thesis Seminar</b>	
Number of ECTS	<b>2 ECTS</b>	
Position in curriculum	4th semester	
Teaching and learning forms	SE	
Examination method	Written essay and/or presentation	
Course content	Tutoring of students during the writing of their Master thesis. In this seminar, students present the topic/hypothesis and structure of their Master thesis and have the opportunity to discuss these. Further issues addressed include scientific research methods as well as academic writing and the formal design of Master theses.	

<b>Module number:</b>	<b>Module title:</b>	<b>Number of ECTS:</b>
<b>AB4</b>	<b>Advanced Business Competences 4</b>	<b>4 ECTS</b>
Study programme	International Business Studies	
Position in curriculum	4th semester	
Categorisation	Core	

Level	Advanced
Course(s) required	AF2, AM2
Block course	No
Participating students	Master students in the 4th semester
Contributes to following modules	
Recommended reading	<ul style="list-style-type: none"> <li>▪ <u>Turnaround Management</u> <ul style="list-style-type: none"> <li>○ Seward (2013). Corporate Restructurings and Reorganizations. Academic Press.</li> <li>○ O'Callaghan (2010). Turnaround Leadership: Making Decisions, Rebuilding Trust and Delivering Results After a Crisis. Kogan Page.</li> <li>○ Rembor (2011). Turnaround and Crisis Management: Managing Quick, Dramatic and Sustainable Turnaround in a Crisis. Laboratory Press.</li> <li>○ Teng (2010). Corporate Turnaround: Nursing a sick company back to health. Corporate Turnaround Centre Pte.</li> </ul> </li> </ul>
Aquisition of skills	<ul style="list-style-type: none"> <li>▪ <u>Turnaround Management</u> <ul style="list-style-type: none"> <li>○ Students learn concepts and measures of holistic company restructuring in order to find long-term solutions for overcoming company crises. Holistic restructuring approaches integrate strategic, organisational, financial and portfolio-related change measures in turnaround situations.</li> </ul> </li> </ul>
<b>Course title</b>	<b>Turnaround Management</b>
Number of ECTS	<b>4 ECTS</b>
Position in curriculum	4th semester
Teaching and learning forms	SE
Examination method	Written essay and/or presentation
Course content	<ul style="list-style-type: none"> <li>▪ Characteristics, content and action phases of turnaround management.</li> <li>▪ Crash phase: Turnaround team-building, ensuring liquidity, core function stabilisation, crisis factor analysis, trust-building</li> <li>▪ Turnaround introduction: Fine analysis of crisis factors, market analysis, creating and presenting a turnaround concept.</li> <li>▪ Implementation: Redefinition of target markets, key skills analysis, product/range analysis, customer structure analysis, adaptation of internal processes and structures, monitoring of results, strategic corporate concept, immediate measures and strategic measures for continuation.</li> <li>▪ Consolidation: Long-term anchoring of new structures and processes, mobilisation of additional success potential</li> <li>• Selected tools of turnaround management: e.g. minority sale, sell-off, joint venture, spin-off, split-off, split-up and going private.</li> </ul>

**Important!**

The recommended reading is a basic introduction to the standard literature which contains links to further reading for those who wish to look into the topic in more detail. The recommended reading list is current at the time of publication. The module description makes it possible to adapt the content in order to take into account current events. The respective syllabi will contain specific details.

## 2.4 Calculation key

When it comes to calculating the number of **ECTS**, the following criteria are taken into account: number of contact hours, workload outside course hours, examination method and type of course. Seminars, integrated courses and projects are calculated using a factor of 1.5 or 2. The principles applied to these courses are also applied to the Master's thesis.

The number of ECTS awarded for each type of course is calculated according to the key shown below.

**ECTS calculation (example)**

Course type	Abb.	Units per week	Duration (h) <sup>1</sup>	ECTS	Weeks /Sem	workload (h)		
						Total	Attendance	Workload outside course incl. examination
Lecture	LE	1	0.75	1.5	15	38	11	26
Seminar	SE	1	0.75	2	15	50	11	39
Integrated course	ITG	1	0.75	18	15	50	11	39
Project	PT	1	0.75	2	15	50	11	39
Master thesis				18		450		450

The ECTS calculations for some courses shown in the curriculum matrix may differ from the information given in this table depending on each course's respective workload.

<sup>1</sup> Assuming that one course unit = 45 minutes



### 3 ADMISSION CRITERIA

- 1) The general admission criteria are set out in **Article 4** of the current version of the **University of Applied Sciences Studies Act (Fachhochschul-Studiengesetz, FHG)**, which states that the educational requirement for admission to a University of Applied Sciences Master study programme shall be the completion of a subject-relevant University of Applied Sciences Bachelor study programme or the completion of an equivalent study programme at a recognised domestic or foreign postsecondary educational institution.
- 2) In principle, students who have completed a Bachelor study programme in the field of business or who have completed an equivalent postsecondary study programme will be admitted to study "International Business Studies". In order to be admitted to the Master study programme "International Business Studies", students must provide proof of at least 6 ECTS credits in mathematics and statistics, 6 ECTS credits in macroeconomics and 15 ECTS credits in business studies in their previous Bachelor study programme in business or their equivalent postsecondary study programme.
- 3) In line with the Bologna Process, the Bachelor and Master study programmes at the FH Kufstein Tirol are part of one and the same structure. That means that students who complete a Bachelor study programme can choose between several Master study programmes both at the FH Kufstein Tirol and at other institutions. For this Master study programme, students who had completed the following study programmes at the FH Kufstein Tirol (both full-time and part-time) were deemed to have the necessary qualifications and were admitted to the Master study programme "International Business Studies":
  - European Energy Business
  - Facility & Real Estate Management
  - International Business Studies
  - Marketing & Communication Management
  - Sport, Culture & Event Management
  - Business Management
  - Web Business & Technology
  - Industrial Engineering & Management
- 4) If work experience relevant for this Master study programme has been acquired in the relevant fields following the completion of a non-subject-relevant study programme, as set out in Paragraph 2, then applicants can nevertheless be admitted to the study programme on a case by case basis.
- 5) All courses and examinations of this study course will take place in English. Therefore, non-German-speaking students are not required to provide proof of German language skills.
- 6) The management team of the Master study programme "International Business Studies" is responsible for determining whether applicants fulfil the admission requirements.