

SCHOOL OF MANAGEMENT
MASTER'S DEGREE PROGRAM
**INTERNATIONAL
BUSINESS
MANAGEMENT**

**HIGHLY
PRACTICE-
ORIENTED**

WELCOME TO CARINTHIA UNIVERSITY OF APPLIED SCIENCES

WELCOME TO INTERNATIONAL BUSINESS MANAGEMENT

Internationally operating companies are looking for people who are multilingual, culturally aware and solution-oriented, and combine broad generalist business knowledge with in-depth expertise in specific business functions. Graduates of our **International Business Management program** will meet all of these requirements, being equipped with all the necessary skills and abilities to effectively design and implement solutions for complex challenges in a global business environment.

It's a pleasure for us to introduce our Master of Arts program in **International Business Management** with this brochure. Our program is widely known for providing a combination of cutting-edge teaching and learning methods with a unique practical focus, all offered at a location with a beautiful Alpine scenery at the crossroads of three major European cultures.

Take your chance to inform yourself about our curriculum, our challenge-based and teamwork-oriented learning approach, the modern study environment and the numerous career prospects for our alumni. In our program, we combine the latest findings from management research and practical business expertise to offer both a

comprehensive core curriculum in international management and the possibility to immerse oneself in one out of three fields of specialization, **International Marketing**, **International Human Resource Management** and **International Finance**. In addition, our students get the chance to further extend their competence profile through building strategic thinking, leadership and intercultural teamwork skills and acquiring a new foreign language.

We would like to emphasize that for us, learning means more than simply transmitting knowledge. We believe that learning can be a **transformative experience** which provides opportunities for opening new perspectives, building new friendships and personal growth. We strive to create an inspiring and engaging atmosphere, in which we all, the students, professors and experienced managers and experts who contribute their know-how as part-time lecturers, will learn from each other and grow together.

We welcome you to be part of this journey!



A handwritten signature in blue ink that reads "Dietmar Sternad".

FH-Prof. Dr. Dietmar Sternad BSc MBA
Program Director, International Business Management

A handwritten signature in blue ink that reads "Dietmar Brodel".

FH-Prof. Dr. Dietmar Brodel
Dean, School of Management

8 GOOD REASONS

FOR STUDYING INTERNATIONAL BUSINESS MANAGEMENT AT CARINTHIA UNIVERSITY OF APPLIED SCIENCES (CUAS)

1 Strong practice-orientation

International Business Management is highly practice-oriented. Problem-based learning, real-life case studies, online simulations, consulting projects for international companies, team challenges or excursions provide opportunities to learn about international business in an interactive way, and to get in touch with companies in Austria and abroad.

2 Internationally recognized high-class education

A combination of CUAS professors, internationally experienced managers, experts and guest lecturers from different parts of the world ensure a highly interactive and engaging state-of-the-art management education that has been recognized with numerous awards (e.g. the Austrian State Prize for Teaching Excellence for one of our faculty members) and top positions in international rankings.

3 Successful alumni

The practical business knowledge, internationality, solution-oriented approach, intercultural competence and multi-lingual communication abilities of our students are highly valued by employers both in Austria as well as around the world, as the impressive careers of our alumni in many different sectors (including, for example, consulting, banking, industry, retail, media, services, public administration and research) prove.

4 A unique combination of generalist and specialist knowledge

Internationally active companies and organizations are very demanding when they recruit new employees. They usually look for people who are both generalists and specialists at the same time. International Business Management offers both, a well-grounded general business education in

an international context, and the opportunity to immerse oneself in one of the three fields of specialization (International Marketing, International Human Resource Management or International Finance).

5 International networks

With regular students coming from all over the world, International Business Management provides a perfect opportunity to create a global network. The wide network of international university partners enables our students to spend the fourth semester abroad, thus gaining additional contacts and unforgettable experience.

6 Learning a new foreign language

The International Business Management program provides a chance to learn a new foreign language. As part of the curriculum, students can choose from German, Italian, Russian and Slovene language courses.

7 Excellent conditions for studying

Boutique-size classes, a modern infrastructure, lots of opportunities for teamwork, low drop-out rates, personal service of our administration and intensive interaction with our faculty – that's what you can expect in an environment that is characterized by a passion for teaching and learning, high quality orientation, and a personal touch.

8 A great place to study and live

Embedded between lakes and mountains, the lively city of Villach is located in the very South of Austria, close to the borders to Italy and Slovenia. The location is ideal for city trips to Venice, Ljubljana and Salzburg, for swimming or hiking in summer, and for skiing and other winter sports activities in winter. It's a unique opportunity to study an exceptional program in a region with an exceptional quality of life.

KEY LEARNING OUTCOMES

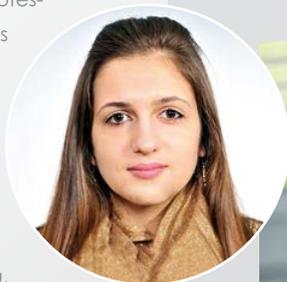
Graduates of the master's degree program in International Business Management at Carinthia University of Applied Sciences are able to:

- plan, organize, and implement **international business development strategies and processes**
- recognize global and **country-specific economic trends** and their impact on **doing business in an international environment**
- **analyze and optimize the value chain** (from supply chain management to marketing) of internationally active companies
- understand and develop **intra- and interorganizational relationships and structures and processes**
- create an execute **business plans for international ventures**
- effectively **lead diverse, intercultural teams**
- **communicate convincingly** both orally and in written form in an intercultural context
- speak an **additional foreign language**
- understand the **specifics of doing business in the Central Eastern and South Eastern European region**
- professionally contribute to a business function in their field of specialization, **International Marketing, International Human Resource Management or International Finance**
- work independently and in teams to **solve complex challenging managerial problems**, with the help of **cross-functional business competences and personal development skills that they acquire during the program**



What our students say about International Business Management

"Unlike in my previous university, the approach here is really personal and motivates me to study and achieve more. Our lecturers are very well-prepared professionals, among them Austrians and native English speakers. **I would definitely recommend this program to everyone who strives for a position in management.** The best management program in Austria awaits you, alongside a pleasant atmosphere at the CUAS building in Villach and the amazing nature here in Carinthia."



Nadezhda Garneva, Bulgaria



INTERNATIONAL BUSINESS MANAGEMENT AT A GLANCE

Title & Academic Degree	Master's degree program in International Business Management, Master of Arts in Business (MA/M.A.)
Language of instruction	English
Duration of study	4 semesters
ECTS-credits	120 ECTS
Location	Villach, Austria
Recognition	Officially recognized Master program according to the Austrian Universities of Applied Sciences Law (FHStG 1993 as amended). Alumni of the program have the right to be admitted to doctoral studies in social and economic sciences according to the Act of the Austrian Federal Minister for Science and Research (BGBl. II Nr. 253/2008).
Organizational form	Full-time, work-friendly Weekdays after 4 p.m. and occasionally on Saturdays, In addition: 5 full attendance days per semester
Academic Year	Autumn semester: October-January Spring semester: March-June
Structure of the program	Semesters 1-3: Core curriculum Semesters 2-3: Specialization modules Semester 4: Master thesis (and final language course – blocked)
Specialization	Students can choose one out of three specialization modules: <ul style="list-style-type: none"> • International Marketing • International Human Resource Management • International Finance In addition to their chosen specialization module, students can take optional elective courses from the other specialization modules
Application	Apply online at www.fh-kaernten.at/ibm/application Please consider the deadlines and additional requirements for non-EU applicants.
Admission requirement	Business- or management-related Bachelor's degree or equivalent
Selection process	Formal application, academic & career background Personal interview (on-site or via skype)
Tuition	Tuition fees € 363.36 per semester plus membership fee for the Austrian Student Union (Österreichische Hochschülerschaft) currently € 18.50 per semester
Internationality	Possibility to spend the fourth semester abroad at one of our partner universities around the world
Website for further information	www.cuas.at/ibm



EXPECT ENGAGING ACTIVITIES DURING THE CURRICULUM



- Short **excursions** (1-3 days) to leading internationally active firms in Austria and other European countries
- **Real-life consulting projects** in which student teams develop internationalization strategies for companies
- Gaining experience through working on **international business cases**
- A unique combination of **state-of-the art scientific knowledge** and **practical approaches** to solving international business challenges
- Engaging **team challenges** and **business simulations**

What our students say about International Business Management

"The International Business Management Master's program at CUAS brings you into a **very stimulating and challenging academic environment** that you share with international classmates. It greatly develops your international management and personal competences. Case studies, projects, group work, real business scenarios and business simulations are the basis of the practical learning experience of this high-quality business education program – that is its true differentiating feature. International Business Management is a great opportunity and I would recommend it for anyone who is searching for a real practical international business and management education."

Valentina Malagò, Italy



THE INTERNATIONAL BUSINESS MANAGEMENT CURRICULUM IN DETAIL

SEMESTER	UNITS PER WEEK ECTS CREDITS			
	1	2	3	4

MODULE 1: MANAGEMENT & LEADERSHIP IN AN INTERNATIONAL CONTEXT				
Management & Leadership	2 3			
International Strategic Management	2 3			
International Entrepreneurship & Business Planning	2 3			
Intercultural Communication	1 2			
Intercultural Conflict Management		1 2		
Cross-Border Negotiations		1 1		
International Business Ethics			1 2	

MODULE 2: MANAGING THE INTERNATIONAL BUSINESS VALUE CHAIN				
Fundamentals of International Marketing	1 2			
Export Strategy		1 1		
Operative Export Management		2 3		
International Supply Chain Management		2 3		
International Brand Management			1 1	
International E-Business			1 1	

MODULE 3: BUSINESS CASES IN INTERNATIONAL MANAGEMENT				
Doing Business in CEE/SEE		2 3		
International Project Management			1 1	
International Consulting Project			3 7	

MODULE 4: MANAGEMENT CONTROL SYSTEMS				
Integrated Financial Management	2 3			
International Accounting		2 3		
Business Intelligence			1 1	

MODULE 5: EXTERNAL FACTORS INFLUENCING INTERNATIONAL BUSINESS				
International Trade and Globalization	2 3			
CEE/SEE Business Environment	2 3			
International Contract Law		2 3		
Economic Growth and Development			2 3	
European Business and Competition Law			2 3	

MODULE 6: INTERNATIONAL BUSINESS MANAGEMENT RESEARCH				
Academic Writing in International Business	1 2			
Quantitative Research Methods	1 2			
International Marketing Research Seminar		2 3		
Master Thesis Seminar			2 3	
Master Thesis				0 23
Master Exam				0 3

SEMESTER	UNITS PER WEEK ECTS CREDITS			
	1	2	3	4

MODULE 7: LANGUAGE*				
Russian, Slovene, Italian, German (DaF) 1	3 4			
Russian, Slovene, Italian, German (DaF) 2		3 4		
Russian, Slovene, Italian, German (DaF) 3			3 4	
Russian, Slovene, Italian, German (DaF) 4				3 4

MODULE 8A: SPECIALIZATION IN INTERNATIONAL HUMAN RESOURCE MANAGEMENT**				
Fundamentals of International HR Management		1 2		
Global Talent Management and Leadership Development		1 2		
International Labour Law			1 2	
Diversity Management in Multinational Organizations			1 2	

MODULE 8B: SPECIALIZATION IN INTERNATIONAL FINANCE**				
International Finance		1 2		
Risk Management		1 2		
Mergers and Acquisitions			1 2	
International Controlling			1 2	

MODULE 8C: SPECIALIZATION IN INTERNATIONAL MARKETING**				
International Digital Marketing		1 2		
International Sales Management		1 2		
Services Marketing in an International Context			1 2	
International Marketing Communication			1 2	

TOTAL UNITS PER WEEK	19	20	19	3
ECTS CREDITS	30	30	30	30

* Three out of four languages with the highest student priority will be offered for each student generation.

** Students choose one out of three specializations. Optional attendance of courses in the other two specializations is possible.



CAREER AND JOB OPPORTUNITIES

Due to the holistic and comprehensive nature of the International Business Management program, it opens a **range of different career opportunities**. In addition to having a profound international business education, our alumni combine intercultural and communication skills, strategic and analytic thinking capabilities, an entrepreneurial approach and the ability to effectively solve complex business problems in collaboration with others – competences that are widely sought by employers in different professional fields – in multinational companies, SMEs and entrepreneurial start-ups as well as in international institutions.

Typical job profiles and responsibilities of International Business Management graduates include, for example:

- Planning and implementing international projects
- International marketing and brand management
- Export management
- Consulting and business development
- International supply chain management & strategic procurement
- Human resource management in an international context
- Financial management & international controlling
- Management trainee & top management assistance
- Key account management in an international environment
- Product management
- Entrepreneur in an international new venture

“ What our students say about International Business Management

“I am glad to be part of the International Business Management program at CUAS. This program offers various possibilities on both the personal and the academic level. The group itself is very internationally set up and this contributes to learning a lot from your classmates and for your intercultural competence. **I personally would recommend this kind of high-class education** to people who are interested in internationally oriented management and leadership topics. And it will help you to build up networks all over the world.”

Manuela Wiltschnig, Austria



PRACTICE-ORIENTATION

As a University of Applied Sciences we are highly concerned with the **practical relevance** of our programs. Therefore, the International Business Management curriculum is strongly oriented toward introducing students to approaches and strategies for **dealing with real-life challenges** in the international business world. Real-life case studies, online simulations, problem-based learning, consulting projects for international companies, team challenges or excursions provide ample opportunities to learn about international business in an engaging and interactive way.

We are also aware of the growing demand for people who are able to effectively work together with others in **intercultural teams**. Hence, we put a special emphasis on providing our students with possibilities to acquire and extend **teamwork skills** during team assignments, team presentations and team projects.



“ What our students say about International Business Management

“The International Business Management program at CUAS is unique, due to a diversity of a **small talented group of students from all over the world in one class** – which gives the full meaning of the word 'international'. It gives you the opportunity to work on projects and study with students from different backgrounds. Moreover, members of the International Business Management program team will guide, motivate and challenge you in every way, so that you improve your skills and knowledge.”



Dragan Marjanović, Slovenia

VOICES FROM THE INTERNATIONAL BUSINESS MANAGEMENT COMMUNITY

"The most interesting projects were real-life research studies that were carried out for regional companies and which lasted for an entire semester. These projects gave us the **opportunity to gain experience by working on real business cases** and apply all the theoretical knowledge we gained during the previous semesters. I have never regretted my choice of studies and can recommend the International Business Management program to everyone who is looking for a practice-oriented, holistic education."



Carina Sagmeister, MA
International Business Management Alumna
Trainee, BKS Bank AG (Austria)

"Joining the International Business Management program at CUAS was definitely one of the best choices I have ever made, as it has added so much to my life in different ways. I can still recall the projects that we had to develop facing time and performance pressure. I have learnt a lot from these projects as they integrated multiple disciplines from the International Business Management program. Finally, I must say that **the program has greatly helped me to improve my soft skills**. Meeting people from all over the world was definitely part of a great experience that will never be forgotten. I am sure that IBM has opened many doors for my future career, providing a perfect combination of theories and practice in an international environment. Many great moments with teachers and colleagues will endure in my mind. They have taught me many, many great things ..."



Francisco de Assis F. Peireira Filho, MA
International Business Management Alumnus
Business Manager, BC TRADE Comercial Importadora e Exportadora Ltda (Brazil)

"It is great to see that the Carinthia University of Applied Sciences (CUAS) offers such a well-framed International master's degree program. Working for multinational groups myself since almost 20 years, I can only confirm how important it is that graduate students get the chance to acquire the necessary business knowledge as well as inter-cultural experiences and skills already during their studies. Challenges in the global economy are numerous and high speed of decision-making and execution in the current business context is crucial. The better prepared managers and managers-to-be are the easier they will find their way in international companies becoming a driver of business success themselves. Located close to the Italian and Slovenian borders, **CUAS also offers the perfect environment for an education in the field of International Management**. No surprise that the International Business Management Master is top-ranked among Austria's business master programs and definitely can give a competitive advantage for its graduates."



Mag. Solveig Menard-Galli,
Head of Controlling Consumer Products Division Business Unit, L'Oréal Austria

WHAT PARTNERS SAY ABOUT INTERNATIONAL BUSINESS MANAGEMENT

"The cooperation with the students in our market research project was characterized by **a surprising level of professionalism**. At the final presentation, we had the impression we were facing an established agency rather than a group of students. A successful demonstration of the practically relevant education at Carinthia University of Applied Sciences."



Christoph Kulterer, CEO Hasslacher Norica Timber Group

"The master's degree program in International Business Management has **a strong practical orientation which is highly important for potential employers**. Together with a modern international management approach in teaching this master's program prepares students best for a career in the field of International Business Management."



MMag. Meinrad Höferer
Head of the Export and EU Department
Wirtschaftskammer Kärnten (Carinthian Economic Chamber)

"The International Business Management program is **a perfect opportunity for students to enrich and advance their professional career**. The core areas provide participants with the necessary tools and knowledge to make both strategic and management decisions and enable effective communication within the company. Furthermore, the master program has a perfect structure to combine both studies and professional work. In addition, the intercultural mixture of participants helps to build a lifelong network from a wide range of cultural and professional backgrounds."



Dipl.-Ing. Silke Sorger,
Director Purchasing, Infineon Technologies Austria AG

INTERNATIONALITY



In addition to experiencing a very international program in Austria – both regarding course contents and the mix of students from all parts of the world – we offer our students different possibilities to gain **additional international experiences** abroad.

Carinthia University of Applied Sciences has a **wide network of international university partners**. The fourth semester of the International Business Management master's program can optionally be taken abroad at one of our **more than 50 partner universities** around the globe. Many of CUAS' partner universities are also offering summer schools in a range of diverse subjects.

Find out more about the numerous possibilities to study abroad on our website: www.fh-kaernten.at/international-partner-universities/

Some of our students also want to further develop their intercultural skills and gain valuable experience through **working abroad**. The schedule of the curriculum allows our students to take an optional internship abroad during the fourth semester.

“ What our students say about International Business Management

“The International Business Management master's curriculum is great because Carinthia University of Applied Sciences has wonderful and engaging faculty members. They will provide the guidance and support you need for now and the future. When you are in this International Business Management master's program, you don't just learn the text and course material, **you will also be intellectually challenged and it will also stimulate your personal development.**

Unlike other universities and colleges, Carinthia University of Applied Sciences provides a great international environment for personal growth.”

Chun Wai YU, B.A. M.A., Hong Kong



APPLICATION PROCESS & ADMISSION PROCEDURE

A business- or management-related Bachelor's degree or the completion of an equivalent degree program at a recognized tertiary educational institution is a general prerequisite for being able to apply for a place in the International Business Management master's degree program at Carinthia University of Applied Sciences.

The **application process** consists of three phases:

- 1** Applicants submit a formal application on the CUAS website. Only complete applications including all required documents will be considered for closer inspection.
- 2** Applicants fulfilling all the required admission criteria will be invited to a personal interview (either on-site or via skype).
- 3** After an evaluation of the application documents and interview results, the applicants will be notified whether they are accepted into the program.

Find out more and apply online:

www.fh-kaernten.at/ibm/application



The following **documents** are needed to apply:

- **Application form:** completed and signed with a color photo
- **Curriculum vitae**
- **Letter of motivation**
- Certified copy of the **secondary** (school leaving certificate) and **tertiary** (Bachelor's degree or equivalent) **qualifications**
- Certified copy of the transcript of **academic records** for all university courses taken
- Copy of all relevant **additional qualifications**
- Copy of results of an **English language proficiency test** (TOEFL, IELTS or equivalent)
- Summary of the **Bachelor thesis** (if already available)
- Two **letters of recommendation** (forms are available on the CUAS website)
- Copy of a **valid passport**

Please also consider the special regulations for the translation and legalization of documents for international/non-EU applicants.

MORE ABOUT CARINTHIA UNIVERSITY OF APPLIED SCIENCES

ACCOMMODATION

There is a modern, well-equipped student dorm near the CUAS campus in Villach. Many students also rent private apartments or rooms during their studies. The CUAS International Office supports international students in organizing accommodation if they send an e-mail at least two months before their arrival to international@fh-kaernten.at.

Get more information about the student dorm: www.stuwo.at/studentenheime/studentenheim-villach/

LIBRARY

Access to scientific literature and international databases is available in the libraries at all five locations of CUAS in Feldkirchen, Klagenfurt, Spittal and Villach. Additionally, students enrolled at CUAS can also borrow literature from the university library in Klagenfurt.

Get more information about the library: www.fh-kaernten.at/library

SPORTS AT CUAS

FH Kärnten Sport (CUAS Sports) is a platform for sporty students, staff and graduates who engage in sports activities together, ranging from recreational to competitive sports. Special offers for students include, for example, running, triathlon, cycling, climbing, football, beach volleyball, and fitness activities like Yoga, Qi Gong or Aikido.

Get more information about CUAS Sports: www.fh-kaernten.at/sport



FACTS ABOUT CARINTHIA UNIVERSITY OF APPLIED SCIENCES

- Founded in **1995**
- Around **2,000** students
- **118** full-time faculty members and **369** part-time lecturers
- **5** locations: Villach, Klagenfurt (2 locations), Feldkirchen, Spittal an der Drau
- **4** faculties: Engineering & IT, Civil Engineering & Architecture, Health Sciences & Social Work, School of Management



Villach



Klagenfurt



Klagenfurt



Feldkirchen



Spittal/Drau

LIVING AND STUDYING IN VILLACH/AUSTRIA

ABOUT AUSTRIA

Austria offers a rich cultural heritage, a unique traditional cuisine and a large variety of beautiful landscapes: quiet forests, stunning mountainous areas and crystal-clear lakes, all embedded in a picturesque scenery.

Nature lovers and sports enthusiasts will find a large number of activities on offer, both in winter and in summer: downhill and cross-country skiing, snowboarding, hiking, kayaking and mountain biking are just a few examples of your possibilities in Carinthia, the southernmost Austria state.

ABOUT VILLACH

The lively city of Villach is located in the very South of Austria, just a few minutes by car from the borders to Italy and Slovenia. The location is perfect to discover the heart of Europe. Making short city trips to Venice, Ljubljana, Graz or Salzburg, spending one day on top of the mountains and the next on the Mediterranean beaches of Grado or Lignano – it's all possible within a short distance.

Around Villach, there are numerous lakes as well as spas to relax and unwind. The Wörthersee (Lake Wörth), Faaker See (Lake Faak) and Ossiacher See (Lake Ossiach) are well-known holiday destinations that attract tourists from around the world. Just five minutes by bike from CUAS, the Silbersee recreation area is a popular meeting place where students enjoy some time together, play volleyball, or just relax.

To get more information about Villach, please visit www.region-villach.at or download the **student guide** from our website www.cuas.at/ibm



- **35** Bachelor and Master degree programs
- Over **1,000** scientific publications in the years 2011-2015
- **112** international partner universities

#1 among Austria's business master programs according to the international U-Multirank study (2014)



CARINTHIA UNIVERSITY OF APPLIED SCIENCES

**SCHOOL OF MANAGEMENT /
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