

Examination Regulations of the Department of Business at Fulda University of Applied Sciences for the Master of Science study programme “International Management”, current as at 16 October 2019

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§ 1 Study Programme Objectives, Academic Title

- (1) The study programme aims to teach students the methods and tools deployed in the management of international companies or organisations. Students graduating from the programme are able to apply these methods and tools to address often new and unexpected types of practical and theoretical problems in international management.
- (2) The programme particularly aims to equip students with the following qualifications and competencies:
 - a) Students will be proficient in the commercial tasks and processes in relevant functional areas of an international company and understand how these tasks and processes interrelate.
 - b) Students will be able to identify interfaces and conflicting objectives between the business functions of a company, analyse interconnected business processes, and develop and evaluate holistic solutions.
 - c) Students will acquire or further enhance key qualifications in the field of intercultural communication, including English-language communication, as well as social and leadership skills.
 - d) Students will be able to reflect critically on their own (leadership) performance. They will be able to take due account of the social and ethical impacts of business decisions, especially from an international, intercultural perspective.
 - e) Students will be able to independently acquire new knowledge and learn academic methods and apply these to solve changing problems in companies.

- (3) Students graduating from the study programme are awarded a "Master of Science" degree (abbreviation: "MSc") by Fulda University of Applied Sciences.

§ 2 Specific Access Requirements and Admission Procedure

- (1) A completed undergraduate university degree is required (*Diplom*, Bachelor's degree) with supporting documentation, worth at least 180 ECTS credits (qualifying degree). This university degree must have a focus on a field of business and/or economics. Appropriate fields include business engineering as well as business IT.
- (2) Applicants' English language proficiency must be certified at least at B2 level of the Common European Framework of Reference for Languages. Applicants whose native language is English or who have completed a university degree taught predominantly in English are exempt from this requirement.
- (3) Admission takes place in winter and summer semesters.

§ 3 Standard Duration of Studies, Study Programme Structure and ECTS Credits

- (1) The study programme has a standard duration of three semesters.
- (2) The programme structure is set out in the curriculum (Annex 1). The courses offered are worth a total of 90 ECTS credits, earned through a total of 15 modules. Of these modules, 13 are compulsory modules and two are elective modules.
- (3) Students graduate from their study programme if they successfully complete the modules required by the curriculum and have earned a total of 300 ECTS credits, including credits from their qualifying degree.
- (4) If, in accordance with §2 (1) above, the qualifying degree is worth fewer than 210 ECTS credits, the additional ECTS credits required to reach 300 ECTS credits must also be acquired during the Master's programme. These ECTS credits can be earned in a semester as described in § 5, or through other modules which the student must have taken and completed by the end of the study programme. Students must obtain the approval of the Dean's Office regarding the other modules that can be taken.

§ 4 Elective Modules

- (1) The study programme requires students to complete two elective modules.
- (2) Elective modules that may be taken are:
 - a) the following modules from the "Accounting, Finance, Controllanship" Master's study programme:
 - Individual Financial Statement according to IFRS (AFC 2.1),
 - Operations Controllanship (AFC 2.4),
 - Corporate Finance and Capital Market (AFC 2.6);
 - b) the modules IMA 2.6 (Elective Course 1) and IMA 3.1 (Elective Course 2); these modules are specific to the study programme and offer alternating topics relating to international management; the Dean's Office displays a notice listing the respective topics and module descriptions prior to the start of each semester; the modules IMA 2.6 and IMA 3.1 may be taken twice provided they cover different topics each time;

- c) selected modules from other Master's study programmes at Fulda University of Applied Sciences worth 5 ECTS points each; prior to the start of each semester, the Dean's Office displays a notice listing the modules approved for selection.

§ 5 Study Abroad, Internship

- (1) Pursuant to §3 (4), students can acquire further ECTS credits, in particular by spending a semester at a university abroad (Study Abroad) or by completing an Internship.
- (2) Registration for the Study Abroad or Internship modules should be completed by 15 April or 15 October of the preceding semester.
- (3) Prior to commencement of the Study Abroad module, the student and the Department of Business at Fulda University must complete and both sign a Learning Agreement.
- (4) Details of the Internship are laid down in Annex 3.

§ 6 Master's Thesis and Accompanying Seminar

- (1) The Master's Thesis covers a topic from the field of international management.
- (2) An accompanying one-off seminar is run to help students prepare their Master's Thesis. Successful completion of this one-off seminar is required to be allowed to register for the Master's Thesis. Further details are set out in the Module Handbook (Annex 2).
- (3) The stipulated period for completing the Master's Thesis is twelve weeks. The period can be extended once only by four weeks, upon request.

§ 7 Assessment, Grading, Weighting and Calculation of the Overall Degree Grade

- (1) The overall degree grade is calculated as the weighted arithmetic mean of the grades attained in the modules. The weighting is determined by the ECTS credit values of the individual modules.
- (2) The following modules will be listed on the academic transcript, but do not count towards the overall degree grade:
 - a) Internship (IMA 4.1),
 - b) Study Abroad (IMA 4.2).
- (3) Modules successfully completed by the student but which are not part of the curriculum do not count towards the student's overall degree grade.

§ 8 Entry into Force

These Examination Regulations enter into force on 1 October 2020.

§ 9 Transitional Rules

Students already enrolled on the "International Management" study programme at the time the new examination regulations come into force will by default complete their studies in line with

the previously applicable examination regulations. This option will lapse at the end of the winter semester 2021/22. It is possible for students to change to the present examination regulations at any time upon request.

Legally non-binding translation

Annex 1: Curriculum

Module		1st Semester		2nd Semester		3rd Semester		4th Semester (optional)	
		ECTS	SWS	ECTS	SWS	ECTS	SWS	ECTS	SWS
IMA 1.1	Quantitative Empirical Methods for Management	5	4						
IMA 1.2	Marketing Management in a Global Market	5	4						
IMA 1.3	European & International Business Law	5	4						
IMA 1.4	Global Human Resource Management	5	4						
IMA 1.5	Corporate Governance & Corporate Social Responsibility	5	4						
IMA 1.6	International Economics & European Integration	5	4						
IMA 2.1	Leadership & Communication			5	4				
IMA 2.2	International Financial Markets & Risk Management			5	4				
IMA 2.3	Strategic Management & Globalisation			5	4				
IMA 2.4	Controllershship in International Companies			5	4				
IMA 2.5	Entrepreneurship & Innovation Management			5	4				
	Elective Module (e.g. IMA 2.6; cf. §4 Examination Regulations)			5	4				
	Elective Module (e.g. IMA 3.1; cf. §4 Examination Regulations)					5	4		
IMA 3.2	Practical Management of a Global Firm (Business Simulation)					10	8		
IMA 3.3	Master's Thesis					15	4		
IMA 4.1 or IMA 4.2	Internship (optional) or Study Abroad (optional)							(30)	–
Total ECTS credits/SWS per semester		30	24	30	24	30	16	(30)	–
Total ECTS credits for study programme		90 (120)							

SWS: contact hours per week; a contact hour is equivalent to 45 minutes

Annex 2: Module Handbook

IMA 1.1	Quantitative Empirical Methods for Management.....	7
IMA 1.2	Marketing Management in a Global Market.....	8
IMA 1.3	European & International Business Law	9
IMA 1.4	Global Human Resource Management.....	10
IMA 1.5	Corporate Governance & Corporate Social Responsibility	11
IMA 1.6	International Economics & European Integration	12
IMA 2.1	Leadership & Communication	13
IMA 2.2	International Financial Markets & Risk Management	14
IMA 2.3	Strategic Management & Globalization	15
IMA 2.4	Controllershship in International Companies.....	16
IMA 2.5	Entrepreneurship & Innovation Management.....	17
IMA 2.6	Elective Course 1.....	19
IMA 3.1	Elective Course 2.....	20
IMA 3.2	Practical Management of a Global Firm (Business Simulation)	21
IMA 3.3	Master's Thesis	23
IMA 4.1	Internship.....	24
IMA 4.2	Study Abroad.....	25

IMA 1.1 Quantitative Empirical Methods for Management				
Department code: IMA 1.1		Module name in German: Quantitative empirische Methoden für das Management		
Workload: 150 hrs, made up of 72 contact hours 78 self-study hours	ECTS credits: 5 ECTS	Semester: 1st semester	Frequency of module: Winter semester and summer semester	Duration: 1 semester
Module type: Compulsory module	Academic level: Master's	Suitability of module: Recommended pre-requisite for International Financial Markets & Risk Management, Controllershship in International Companies, Practical Management of a Global Firm (Business Simulation), Master's Thesis; study programmes in the fields of business and economics		
1	Learning outcomes: Students will be well-versed in the elementary quantitative empirical methods required for the management of international firms. They will be able to critically evaluate the quality of data and process it in a logical manner using statistical methods of data analysis. They will be able to independently apply the quantitative methods learned to tasks and questions of real-world economic relevance, as well as to justify and optimise planning and decisions in real business and management situations using relevant software applications.			
2	Module content: <ul style="list-style-type: none">• Empirical research procedures: Formulation and refinement of the research question, collecting empirical data, data evaluation and data analysis as well as interpretation and visualisation of the research findings• Key figures to describe single- and two-dimensional statistical distributions• Correlation analysis for metric, ordinal and nominal variables• Simple linear and multiple regression analysis• Test distributions• Point estimation and interval estimation• Methods for testing hypotheses• IT-based methods for solving linear and general optimisation tasks in business administration			
3	Teaching and learning methods: 3 SWS seminar-type tuition 1 SWS practical tutorial			
4	Module language: German (English)			
5	Pre-requisites for studying this module: required: none recommended: none			
6	Type of examination: Written examination or term paper			
7	Assessment methods: Graded			
8	Requirements for awarding ECTS credits: Student must pass module examination			
9	Other remarks: None			

IMA 1.2 Marketing Management in a Global Market				
Department code: IMA 1.2		Module name in German: Marketing Management in einem Globalen Markt		
Workload: 150 hrs, made up of 72 contact hours 78 self-study hours	ECTS credits: 5 ECTS	Semester: 1st semester	Frequency of module: Winter semester and summer semester	Duration: 1 semester
Module type: Compulsory module	Academic level: Master's	Suitability of module: Recommended pre-requisite for Practical Management of a Global Firm (Business Simulation), Master's Thesis; study programmes in the fields of business and economics		
1	Learning outcomes: Students will know the methods and instruments of marketing and develop an understanding of how these interrelate. Students will also be introduced to the special issues connected with the tools of international marketing. In addition, students will learn to apply methods for the sound design and optimisation of marketing measures and will know how to apply these in practice. Furthermore, they will understand the challenges and special characteristics of international market research. Also, by working on diverse issues in small groups, students will cultivate an independent approach to deepening their knowledge and developing solutions to problems in a team. Additionally, students will enhance their presentation skills.			
2	Module content: <ul style="list-style-type: none">• Historical development of marketing• Marketing as a management process• Methods and tools• Key characteristics of the marketing mix in an international context• Methods of acquiring information• Market research on international markets			
3	Teaching and learning methods: 3 SWS seminar-type tuition 1 SWS practical tutorial			
4	Module language: English (German)			
5	Pre-requisites for studying this module: required: none recommended: none			
6	Type of examination: Written examination or presentation			
7	Assessment methods: Graded			
8	Requirements for awarding ECTS credits: Student must pass module examination			
9	Other remarks: None			

IMA 1.3 European & International Business Law				
Department code: IMA 1.3		Module name in German: Europäisches & Internationales Wirtschaftsrecht		
Workload: 150 hrs, made up of 72 contact hours 78 self-study hours	ECTS credits: 5 ECTS	Semester: 1st semester	Frequency of module: Winter semester and summer semester	Duration: 1 semester
Module type: Compulsory module	Academic level: Master's	Suitability of module: Recommended pre-requisite for Practical Management of a Global Firm (Business Simulation), Master's Thesis; study programmes in the fields of business and economics		
1	Learning outcomes: Students will be able to apply international business law to practical issues in the fields of civil law, commercial law and corporate law, and be capable of resolving international, private law cases and problems. They will be able to compare different legal systems or individual legal regulations from different legal systems with each other and determine the similarities and differences. They will be able to evaluate the different solutions and incorporate these into business decisions.			
2	Module content: <ul style="list-style-type: none">Basic principles of international business law<ul style="list-style-type: none">General conflict of laws (private international law)International and European treatiesInternational and European contract law (the United Nations Convention on Contracts for the International Sale of Goods, the Rome I Regulation)European fundamental freedomsInternational commercial law (Incoterms, UNIDROIT)International corporate law (real seat theory and incorporation theory, freedom of establishment according to the European Court of Justice, international company forms, European company forms, in particular the European joint-stock company, the EEIG, the European limited liability company)International labour law (supranational labour law, EU law, international treaties, ILO conventions; conflict of laws, power of appointment)Methodologies of comparative law<ul style="list-style-type: none">Macro-comparative analysis/legal jurisdictionsMicro-comparative analysis/comparing individual legal institutions			
3	Teaching and learning methods: 3 SWS seminar-type tuition 1 SWS practical tutorial			
4	Module language: German (English)			
5	Pre-requisites for studying this module: required: none recommended: none			
6	Type of examination: Presentation or oral interview			
7	Assessment methods: Graded			
8	Requirements for awarding ECTS credits: Student must pass module examination			
9	Other remarks: None			

IMA 1.4 Global Human Resource Management				
Department code: IMA 1.4		Module name in German: Internationales Personalmanagement		
Workload: 150 hrs, made up of 72 contact hours 78 self-study hours	ECTS credits: 5 ECTS	Semester: 1st semester	Frequency of module: Winter semester and summer semester	Duration: 1 semester
Module type: Compulsory module	Academic level: Master's	Suitability of module: Recommended pre-requisite for Leadership & Communication, Practical Management of a Global Firm (Business Simulation), Master's Thesis; study programmes in the fields of business and economics		
1	Learning outcomes: Students will have an awareness of the demands on global managers and on human resource departments of multinational organisations, gained by understanding and differentiating between different cultural influences. They will be able to analyse and evaluate the work involved in global human resources and international management on the basis of different internationalisation strategies of companies and cultural concepts. They will also be able to apply their knowledge of the challenges inherent to international management and leadership work as well as human resources work to selected and contemporary issues. Appropriate teaching methods enable students to train their intercultural expertise, develop their own positions and defend and reflect on these positions.			
2	Module content: <ul style="list-style-type: none">• Internationalisation strategies of companies• Cultural concepts, cultural dimensions, cultural standards, acculturation• Impacts of global corporate activity on the main functional areas of human resources management• Corporate social responsibility in an international context• Diversity management• International staff recruitment and global employer branding• Staff training and development, in particular country-specific learning styles and culture-specific career planning• Assignments overseas: types of international assignments, selection of staff to be assigned overseas/expatriates, preparation for assignment overseas/expatriation (especially intercultural training), phases of assignments overseas, global performance management, remuneration of staff assigned overseas/expatriates, repatriation• Selected aspects of employer-employee relations in a country comparison (industrial relations)			
3	Teaching and learning methods: 3 SWS seminar-type tuition 1 SWS practical tutorial			
4	Module language: German (English)			
5	Pre-requisites for studying this module: required: none recommended: none			
6	Type of examination: Written examination or in-class oral paper presentation and discussion/presentation			
7	Assessment methods: Graded			
8	Requirements for awarding ECTS credits: Student must pass module examination			
9	Other remarks: None			

IMA 1.5 Corporate Governance & Corporate Social Responsibility				
Department code: IMA 1.5		Module name in German: Corporate Governance & Corporate Social Responsibility		
Workload: 150 hrs, made up of 72 contact hours 78 self-study hours	ECTS credits: 5 ECTS	Semester: 1st semester	Frequency of module: Winter semester and summer semester	Duration: 1 semester
Module type: Compulsory module	Academic level: Master's	Suitability of module: Recommended pre-requisite for Practical Management of a Global Firm (Business Simulation), Master's Thesis; study programmes in the fields of business and economics		
1	Learning outcomes: Students will be able to evaluate the importance of Corporate Governance (CG) and Corporate Social Responsibility (CSR) for the sustainable successful management of national and international enterprises. They will learn to assess and employ tools to shape CG and CSR in a national and international context. Students will also establish the connection between ethics, CG and CSR and evaluate this as well as corporate decisions in terms of CG and CSR as part of case studies. They will be able to demonstrate their ability to think analytically and critically.			
2	Module content: <ul style="list-style-type: none">• General conditions, theoretical background, goals and elements of corporate governance• National and international corporate governance organisations and-regulations• In-company design of corporate governance including compliance• Fundamentals of business ethics including the relationship between values, norms and behaviour• Corporate culture and corporate identity, including corporate governance, corporate philosophy and corporate codes of conduct• Fundamental aspects of corporate social responsibility including its origins/history, levels, action areas and effects• Sustainability in corporate activities• CSR instruments• Case studies on corporate responsibility and corporate governance			
3	Teaching and learning methods: 3 SWS seminar-type tuition 1 SWS practical tutorial			
4	Module language: English (German)			
5	Pre-requisites for studying this module: required: none recommended: none			
6	Type of examination: Oral interview or presentation			
7	Assessment methods: Graded			
8	Requirements for awarding ECTS credits: Student must pass module examination			
9	Other remarks: None			

IMA 1.6 International Economics & European Integration				
Department code: IMA 1.6		Module name in German: Internationale Wirtschaftsbeziehungen & Europäische Integration		
Workload: 150 hrs, made up of 72 contact hours 78 self-study hours	ECTS credits: 5 ECTS	Semester: 1st semester	Frequency of module: Winter semester and summer semester	Duration: 1 semester
Module type: Compulsory module	Academic level: Master's	Suitability of module: Recommended pre-requisite for Practical Management of a Global Firm (Business Simulation), Master's Thesis; study programmes in the fields of business and economics		
1	Learning outcomes: Students will be able to explain the key theoretical approaches of real and monetary international economics. Using these key approaches, students can assess current developments and problems in international economics. They will be able to discuss the current circumstances, successes and challenges of European integration and are in a position to comparatively assess different international trade and currency systems at a global and European level and to analyse their importance for business activities.			
2	Module content: <ul style="list-style-type: none">International trade<ul style="list-style-type: none">Principles of (modern) trade theoryInternational economic policyInternational mobility of production factorsInternational monetary economics<ul style="list-style-type: none">Balance of payments and exchange ratesFactors determining exchange rate movementMonetary systems and monetary policy (incl. monetary union)Foundations of European integration<ul style="list-style-type: none">EU as a project of economic integrationEuropean single marketEuropean policy areas: competition policy, European economic and monetary unionCurrent developments in international economics			
3	Teaching and learning methods: 3 SWS seminar-type tuition 1 SWS practical tutorial			
4	Module language: English (German)			
5	Pre-requisites for studying this module: required: none recommended: none			
6	Type of examination: Written examination or in-class oral paper presentation and discussion			
7	Assessment methods: Graded			
8	Requirements for awarding ECTS credits: Student must pass module examination			
9	Other remarks: None			

IMA 2.1 Leadership & Communication				
Department code: IMA 2.1		Module name in German: Führungskommunikation		
Workload: 150 hrs, made up of 72 contact hours 78 self-study hours	ECTS credits: 5 ECTS	Semester: 2nd semester	Frequency of module: Winter semester and summer semester	Duration: 1 semester
Module type: Compulsory module	Academic level: Master's	Suitability of module: Recommended pre-requisite for Practical Management of a Global Firm (Business Simulation), Master's Thesis; study programmes in the fields of business and economics		
1	Learning outcomes: Students will be able to communicate in professional leadership situations in a results-oriented, socially aware and expert manner, taking intercultural and diversity aspects into account as appropriate. They will be able to analyse and interpret communication behaviour, especially in an intercultural context, and will be qualified to adopt a solution-oriented approach in devising and employing communication proposals and tools in challenging situations such as conflicts or crises. Furthermore, students will be able to analyse change processes in companies and independently develop a proposal for implementing change management and communication and learn how to become an advocate for these change processes in discussions with others.			
2	Module content: <ul style="list-style-type: none">• Communication as a key leadership skill• Presentation and facilitation• Management meetings• Negotiations• Conflict management• Crisis communication• Intercultural and diversity-sensitive communication• Change management and communication• Communication evaluation			
3	Teaching and learning methods: 3 SWS seminar-type tuition 1 SWS practical tutorial			
4	Module language: German (English)			
5	Pre-requisites for studying this module: required: none recommended: Global Human Resource Management			
6	Type of examination: Oral interview or paper presentation & related oral examination			
7	Assessment methods: Graded			
8	Requirements for awarding ECTS credits: Student must pass module examination			
9	Other remarks: None			

IMA 2.2 International Financial Markets & Risk Management				
Department code: IMA 2.2		Module name in German: Internationale Finanzmärkte & Risikomanagement		
Workload: 150 hrs, made up of 72 contact hours 78 self-study hours	ECTS credits: 5 ECTS	Semester: 2nd semester	Frequency of module: Winter semester and summer semester	Duration: 1 semester
Module type: Compulsory module	Academic level: Master's	Suitability of module: Recommended pre-requisite for Practical Management of a Global Firm (Business Simulation), Master's Thesis; study programmes in the fields of business and economics		
1	Learning outcomes: Students will be able to distinguish the different sub-markets of international financial markets, classify the main instruments traded and apply models for their valuation. They will be able to explain the importance of financial markets for firms with international operations. Students will be able to assess the importance of risk management for a firm and outline the individual phases of the risk management process. They will be able to apply selected, internationally recognised methods and instruments of risk management and to assess these approaches and their results. Finally, they will be able to link financial markets and trading instruments with the corresponding risks and management tools.			
2	Module content: <ul style="list-style-type: none">• Purpose and functioning of international money, capital and foreign-exchange markets• Traded instruments, especially stocks, bonds, futures and options• Banks and credit markets and their importance in different economic systems• Basic terminology in risk management• Legal requirements and international standards, especially ISO 31000 (2018), in the field of risk management• Process of operational risk management, especially:<ul style="list-style-type: none">- Selected methods of risk identification and risk measurement- Instruments and strategies for risk management• Strategic risk management and interdependencies with corporate strategy			
3	Teaching and learning methods: 3 SWS seminar-type tuition 1 SWS practical tutorial			
4	Module language: English (German)			
5	Pre-requisites for studying this module: required: none recommended: Quantitative Empirical Methods for Management			
6	Type of examination: Written examination or oral interview			
7	Assessment methods: Graded			
8	Requirements for awarding ECTS credits: Student must pass module examination			
9	Other remarks: None			

IMA 2.3 Strategic Management & Globalization				
Department code: IMA 2.3		Module name in German: Strategisches Management & Globalisierung		
Workload: 150 hrs, made up of 72 contact hours 78 self-study hours	ECTS credits: 5 ECTS	Semester: 2nd semester	Frequency of module: Winter semester and summer semester	Duration: 1 semester
Module type: Compulsory module	Academic level: Master's	Suitability of module: Recommended pre-requisite for Practical Management of a Global Firm (Business Simulation), Master's Thesis; study programmes in the fields of business and economics		
1	Learning outcomes: Students will learn to identify the different goals, areas of responsibility and fundamental methods of strategic management. They will be able to discuss the process model of strategic management and its main phases. In addition, they will be able to integrate the special challenges in strategic management facing companies with international operations and will be able to explain and evaluate general approaches to corporate policy and different management strategies in an international environment.			
2	Module content: <ul style="list-style-type: none">Goals and development of strategic managementConcepts and tools of strategic management at divisional and company levelResearch methodologies (strategy process, strategy context, strategy content) and paradigms (market-based view vs. resource-based view) of strategic managementStrategic management process: strategic target planning; strategic analysis; strategy development, evaluation, selection and implementation; strategic monitoringSituational factors affecting internationalisation and globalisation: foreign trade, direct investment, economic integration of companies and marketsInternationalisation strategies, management, development and organisation of international companiesInfluence of digitalisation on business models			
3	Teaching and learning methods: 3 SWS seminar-type tuition 1 SWS practical tutorial			
4	Module language: English (German)			
5	Pre-requisites for studying this module: required: none recommended: none			
6	Type of examination: Oral interview or term paper			
7	Assessment methods: Graded			
8	Requirements for awarding ECTS credits: Student must pass module examination			
9	Other remarks: None			

IMA 2.4 Controllershship in International Companies				
Department code: IMA 2.4		Module name in German: Controllingaufgaben in international agierenden Unternehmen		
Workload: 150 hrs, made up of 72 contact hours 78 self-study hours	ECTS credits: 5 ECTS	Semester: 2nd semester	Frequency of module: Winter semester and summer semester	Duration: 1 semester
Module type: Compulsory module	Academic level: Master's	Suitability of module: Recommended pre-requisite for Practical Management of a Global Firm (Business Simulation), Master's Thesis; study programmes in the fields of business and economics		
1	Learning outcomes: Students will be able to formulate the areas of responsibility of controllership in the context of international firms. They will be able to analyse typical decision-making situations in international firms and select appropriate forms of calculation for decision-making to solve problems. They will be in a position to apply the relevant tools in project management to practical project decisions taken by international companies. Students will be able to identify current challenges in success monitoring for international firms and to develop solution approaches for addressing practical problem areas.			
2	Module content: <ul style="list-style-type: none">• Fundamental aspects of controllership in international firms• Organisation of international management accounting (integration versus segregation, centralisation versus decentralisation, standardisation versus adaptation to local conditions)• Relevance of international management accounting for strategic decision-making• Performance management in international companies• Current challenges of success monitoring for international companies, such as currency translation, the design of international transfer-pricing systems, metrics for success in international joint ventures• Practical project decisions in international companies, such as location decisions or overseas posting/expatriation of employees• Cultural influences on international controllership			
3	Teaching and learning methods: 3 SWS seminar-type tuition 1 SWS practical tutorial			
4	Module language: German (English)			
5	Pre-requisites for studying this module: required: none recommended: Quantitative Empirical Methods for Management			
6	Type of examination: Written examination or term paper			
7	Assessment methods: Graded			
8	Requirements for awarding ECTS credits: Student must pass module examination			
9	Other remarks: None			

IMA 2.5 Entrepreneurship & Innovation Management				
Department code: IMA 2.5		Module name in German: Entrepreneurship & Innovationsmanagement		
Workload: 150 hrs, made up of 72 contact hours 78 self-study hours	ECTS credits: 5 ECTS	Semester: 2nd semester	Frequency of module: Winter semester and summer semester	Duration: 1 semester
Module type: Compulsory module	Academic level: Master's	Suitability of module: Recommended pre-requisite for Practical Management of a Global Firm (Business Simulation), Master's Thesis; study programmes in the fields of business and economics		
1	Learning outcomes: Students will be able to compare and combine theoretical as well as empirical fundamentals of new venture management. Through a diverse set of case studies, students demonstrate concepts of how to apply this to the management of new companies. They will also be able to identify different management requirements according to the type of new venture, develop life cycle management concepts, apply them and assess their benefits. To aid management, students will be able to define essential elements of financing, development and licensing agreements, evaluate these and select them based on the specific situation.			
2	Module content: <ul style="list-style-type: none">• Innovation management<ul style="list-style-type: none">- Theory and empirical methods- Fundamentals of innovation management- Innovation process- Innovation & networks- Innovation & diffusion- Disruptive innovations• Management of high-growth companies<ul style="list-style-type: none">- Life science new ventures- IT & web-based start-ups- Comparison of life cycle management in Germany and the USA- Project evaluation for innovations- Comparison of the methodologies of the venture capital forms & acquisitions Germany, Europe and the USA- Evaluation of financing agreements- Expansion strategies on foreign markets• International new product development<ul style="list-style-type: none">- R&D management, requirements and differences in the legal and cultural context- Fundamentals of agile project management- Patent law with a focus on USA & Europe- Corporate venturing in Germany and internationally- Easy Access IP; a UK model as a basis for international collaboration- Open innovation as a global outsourcing model			
3	Teaching and learning methods: 3 SWS seminar-type tuition 1 SWS practical tutorial			
4	Module language: English (German)			

5	Pre-requisites for studying this module: required: none recommended: none
6	Type of examination: Portfolio or oral interview
7	Assessment methods: Graded
8	Requirements for awarding ECTS credits: Student must pass module examination
9	Other remarks: None

IMA 2.6 Elective Course 1				
Department code: IMA 2.6		Module name in German: Wahlpflichtmodul 1		
Workload: 150 hrs: distribution depends on the chosen module	ECTS credits: 5 ECTS	Semester: 2nd or 3rd semester	Frequency of module:	Duration: 1 semester
Module type: Elective module	Academic level: Master's	Suitability of module: Study programmes in the fields of business and economics		
1	Learning outcomes: Students will be given the opportunity to deepen or enhance their knowledge and skills in the field of economics and/or expand key competencies, where these are relevant to international management. This will empower students to identify the gaps in their knowledge on their own and to take greater responsibility for their own studies. The detailed learning outcomes depend on the chosen module and are specified in the respective module description (cf. §4 of the Examination Regulations).			
2	Module content: Specified in the respective module description (cf. §4 of the Examination Regulations).			
3	Teaching and learning methods: Specified in the respective module description (cf. §4 of the Examination Regulations).			
4	Module language: Specified in the respective module description (cf. §4 of the Examination Regulations).			
5	Pre-requisites for studying this module: required: none recommended: Specified in the respective module description (cf. §4 of the Examination Regulations).			
6	Type of examination: Written examination or oral interview			
7	Assessment methods: Graded			
8	Requirements for awarding ECTS credits: Student must pass module examination			
9	Other remarks: None			

IMA 3.1 Elective Course 2				
Department code: IMA 3.1		Module name in German: Wahlpflichtmodul 2		
Workload: 150 hrs: distribution depends on the chosen module		ECTS credits: 5 ECTS	Semester: 2nd or 3rd semester	Frequency of module: Duration: 1 semester
Module type: Elective module		Academic level: Master's	Suitability of module: Study programmes in the fields of business and economics	
1	Learning outcomes: Students will be given the opportunity to deepen or enhance their knowledge and skills in the field of economics and/or expand key competencies, where these are relevant to international management. This will empower students to identify the gaps in their knowledge on their own and to take greater responsibility for their own studies. The detailed learning outcomes depend on the chosen module and are specified in the respective module description (cf. §4 of the Examination Regulations).			
2	Module content: Specified in the respective module description (cf. §4 of the Examination Regulations).			
3	Teaching and learning methods: Specified in the respective module description (cf. §4 of the Examination Regulations).			
4	Module language: Specified in the respective module description (cf. §4 of the Examination Regulations).			
5	Pre-requisites for studying this module: required: none recommended: Specified in the respective module description (cf. §4 of the Examination Regulations).			
6	Type of examination: Term paper or in-class oral paper presentation and discussion/presentation			
7	Assessment methods: Graded			
8	Requirements for awarding ECTS credits: Student must pass module examination			
9	Other remarks: None			

IMA 3.2 Practical Management of a Global Firm (Business Simulation)				
Department code: IMA 3.2		Module name in German: Praktisches Management eines globalen Unternehmens (Planspiel)		
Workload: 300 hrs, made up of 144 contact hours 156 self-study hours	ECTS credits: 10 ECTS	Semester: 3rd semester	Frequency of module: Winter semester and summer semester	Duration: 1 semester
Module type: Compulsory module	Academic level: Master's	Suitability of module: Study programmes in the fields of business and economics		
1	Learning outcomes: The students will be able to assess the operational and competitive situation of the international company they manage. Students will be in a position to articulate and evaluate business objectives and strategies in a dynamic competitive environment. Through computer-aided information management included in a real case study, students will be able to take decisions under conditions of uncertainty, coordinate the operational sub-functions and manage the enterprise over which they preside. In addition to business competencies, students will acquire specific skills for use in dealing with group-dynamic processes and success-oriented teamwork in an intercultural context. Specifically, students will be able to coordinate their actions within the team – developing shared solution approaches based on skills in conflict resolution and negotiation – and to bear the consequences of their decisions within the scope of the business simulation.			
2	Module content: <ul style="list-style-type: none">• Strategic corporate management and strategic design of value creation on an international scale• Strategy development and analysis<ul style="list-style-type: none">- Articulation of the general conditions for economic success- Articulation of entrepreneurial strategies in a dynamic competitive environment- Analysis of the business strengths, weaknesses, opportunities and threats• Implementation of strategy<ul style="list-style-type: none">- Definition of corporate objectives- Selection of quantitative success indicators• Planning of operational processes<ul style="list-style-type: none">- Decisions on business performance processes (especially research and development, production, marketing and sales)- Application of tools in management and cost accounting; accounting; financial, production and human resources planning; product development; and marketing• Monitoring<ul style="list-style-type: none">- Analysis of simulation results and reflection on corporate strategy- Assessment of business relationships and interconnected decision-making problems and processes• Analysis of business figures and forecasts using computer-aided information systems and simulation and planning models<ul style="list-style-type: none">- Development of problem-structuring and problem-solving abilities from a holistic management perspective- Understanding of group-dynamic processes and development of social and leadership skills- Formulating and arguing the reasons for decisions under conditions of uncertainty			
3	Teaching and learning methods: 6 SWS seminar-type tuition 2 SWS practical tutorial			
4	Module language: English (German)			

5	Pre-requisites for studying this module: required: none recommended: Modules from the first and second semesters
6	Type of examination: Presentation or oral interview
7	Assessment methods: Graded
8	Requirements for awarding ECTS credits: Student must pass module examination
9	Other remarks: None

IMA 3.3 Master's Thesis				
Department code: IMA 3.3		Module name in German: Masterarbeit		
Workload: 450 hrs, made up of 4 contact hours 446 self-study hours	ECTS credits: 15 ECTS	Semester: 3rd semester	Frequency of module: Winter semester and summer semester	Duration: 1 semester
Module type: Compulsory module	Academic level: Master's	Suitability of module: Study programmes in the fields of business and economics		
1	Learning outcomes: Students will be able to apply academic methodologies and tools to address a research question they have selected for their Master's Thesis. They will be capable of independently analysing a topic from the field of international management and developing and evaluating solutions for problems identified. Finally, they will be able to present their own research results, defend them in discussions with supervisors and fellow students, and provide feedback on the research projects of others.			
2	Module content: <ul style="list-style-type: none">• Introduction: Requirements for a Master's Thesis and support in choosing a topic• Accompanying one-off seminar: Presentation of concept and initial findings by students, discussion and feedback from the module participants and supervisors• Regular supervision of students on a one-to-one basis			
3	Teaching and learning methods: 4 SWS seminar			
4	Module language: English or German			
5	Pre-requisites for studying this module: required: none recommended: Modules from the first and second semesters			
6	Type of examination: Term paper (final thesis)			
7	Assessment methods: Graded			
8	Requirements for awarding ECTS credits: Students must pass the module examination (final thesis) and also pass the presentation in the accompanying one-off seminar pursuant to §6 of the Examination Regulations			
9	Other remarks: None			

IMA 4.1 Internship				
Department code: IMA 4.1		Module name in German: Praktikum		
Workload: 900 hrs, made up of 730 hrs spent at the company providing internship and Fulda University 170 self-study hours	ECTS credits: 30 ECTS	Semester: 4th semester	Frequency of module: Winter semester and summer semester	Duration: 1 semester
Module type: Elective module	Academic level: Master's	Suitability of module: Study programmes in the fields of business and economics		
1	Learning outcomes: Students will be able to evaluate the information provided, for example, in consultations, in order to manage their Internship autonomously and as laid out in an Internship Agreement. During the actual Internship, students will test and develop their professional, methodological, personal and social skills in a professional business setting.			
2	Module content: <ul style="list-style-type: none">Advice from the university department's placement office for internshipsPractical work at the company providing the internship on the basis of an Internship Agreement and Annex 3.Formal reflection on the skills imparted in the study programme in a practical professional context			
3	Teaching and learning methods: 2 SWS seminar-type tuition/blended learning Internship in a company			
4	Module language: Dependent on the company providing the internship			
5	Pre-requisites for studying this module: required: cf. §5 of the Examination Regulations recommended: none			
6	Type of examination: Term paper (cf. Annex 3 §2 for details)			
7	Assessment methods: Not graded			
8	Requirements for awarding ECTS credits: <ul style="list-style-type: none">Presentation or report (cf. Annex 3 §2 for details)Certification from the company providing the internship verifying successful completion of the internshipStudent must pass module examination			
9	Other remarks: None			

IMA 4.2 Study Abroad				
Department code: IMA 4.2		Module name in German: Auslandsstudium		
Workload: 900 hrs: distribution depends on the host university abroad		ECTS credits: 30 ECTS	Semester: 4th semester	Frequency of module: Winter semester and summer semester
Module type: Elective		Academic level: Master's	Suitability of module: Study programmes in the fields of business and economics	
1	Learning outcomes: Students will be able to evaluate the information provided, for example, at information events and consultations in order to manage their Study Abroad autonomously as laid out in a Learning Agreement. During their Study Abroad, they will test and develop their professional, methodological, personal and social skills in an international academic setting and different cultural environment.			
2	Module content: <ul style="list-style-type: none">Information event on semester abroadAdvice from the university department's placement office for study abroadStudy at a university abroad; the course content depends on which modules the student takes while abroad: these modules must be officially agreed with the Department of Business at Fulda University as part of the Learning Agreement signed by both student and department prior to commencement of the Study Abroad.			
3	Teaching and learning methods: The teaching formats depend on which modules the student takes at the university abroad.			
4	Module language: English or a different foreign language (depending on the university abroad)			
5	Pre-requisites for studying this module: required: cf. §5 of the Examination Regulations recommended: none			
6	Type of examination: The examination formats depend on which modules the student takes at the university abroad.			
7	Assessment methods: Not graded			
8	Requirements for awarding ECTS credits: Students must pass the module examination, with proof to be provided of courses successfully completed by the student abroad on the basis of the Learning Agreement concluded in advance (transcript from the university abroad). If students fail to successfully complete the modules listed in the Learning Agreement, the Examination Board will determine what alternative study elements/examinations students must take to make up the equivalent credits)			
9	Other remarks: None			

Annex 3: Regulation for the Internship in the “International Management” Study Programme

§1 Fundamental principles, exceptions

- (1) The internship must be completed at a company or organisation (company providing the internship).
- (2) The internship has a duration of 6 months. During this time, students are to be employed on the basis of the normal working hours of a full-time position. Periods where the student was not present for the internship must be made up if these periods of absence amount to more than two weeks in total.
- (3) Students may apply to complete their internship on a part-time basis if a full-time internship basis represents an unreasonable burden for them. The duration of the internship will be extended accordingly.
- (4) The Examination Board shall decide on applications made pursuant to (3).

§2 Grading/credits

- (1) As part of the internship, students write a term paper that explains and critically analyses a particular topic within the company providing the internship. The term paper is not graded.
- (2) As a pre-requisite for the award of ECTS credits, students must describe their own area of activity with a reflection on the theory and practice in the form of a presentation or a report.

§3 Obligations and status of students

- (1) Students are obliged to follow the instructions issued by the company providing the internship and its designated officers that are necessary in order to achieve the internship goals and objectives.
- (2) During the internship the students remain members of the university with all the rights and duties that this status entails.
- (3) Students are not interns within the meaning of the German Vocational Training Act (Berufsbildungsgesetz) and, for the duration of the internship, are not subject to the Works Constitution Act (Betriebsverfassungsgesetz), the Employee Representation Act (Personalvertretungsgesetz) or any other comparable German statutes.

§4 Supervision by the company providing the internship

- (1) Students should be supervised at the company providing the internship by designated mentors who have appropriate training in the relevant subject area and who work in the company providing the internship on a full-time basis or who are project managers at the company.
- (2) Mentors should arrange and oversee the induction of the students in their duties and work areas. In addition to making themselves available to the students as a personal contact

for guidance and assistance, mentors should also support the students' learning process at the internship sites.

§5 Internship Agreement

- (1) Prior to the commencement of the internship, students must sign an Internship Agreement with the company providing the internship. Before they conclude the Internship Agreement with the company, students must first obtain approval from the Department of Business at Fulda University (placement office for internships).
- (2) The Internship Agreement will specifically define the students' obligation to:
 - a) take full advantage of the training opportunities offered by the internship;
 - b) diligently perform the duties assigned to them in accordance with the internship plan;
 - c) follow the instructions of the company providing the internship and its appointed officers;
 - d) comply with the rules and regulations that apply to the company providing the internship, particularly its working time rules, accident prevention regulations, and confidentiality and non-disclosure policies;
 - e) report any absences from the internship without delay.