

**Examination Regulations for the International Management Master's Degree
Program of the Fulda University of Applied Sciences Faculty of Business
(28 March 2014)**

§ 1 Scope and purpose

- (1) These formal regulations govern the examinations, content and course of study, as well as the structure of the International Management master's degree program at the Faculty of Business.
- (2) Together with the applicable version of the General Academic & Examination Policies published by the Fulda University of Applied Sciences, these regulations set forth the specific program policies and requirements for this particular degree program.

§ 2 Program objective

- (1) This degree program is designed to provide students with a thorough understanding of the nature, concepts, methods, and instruments of managing businesses that operate internationally and ensure they have the requisite skills and expertise to master management responsibilities and challenges of an everyday, new and unexpected nature. On successful completion of this program students will have the capacity to not only independently generate new knowledge, but also apply such to resolving problems that arise within a business.
- (2) In order to achieve these objectives, special emphasis is placed on the qualifications and skills described below, so that at the conclusion of the program students will be able to do the following:
 - Demonstrate proficiency in the administrative tasks and procedures of the relevant corporate departments of an internationally operating company, and understand and manage how these interact in terms of tools, methods, strategies and objectives.
 - Identify where functional areas intersect, overlap or conflict, analyze networked organizational processes, and evaluate and develop a potential range of comprehensive and workable solutions so that from a professional perspective greater management responsibilities can be assumed over the medium and long term.
 - Use the intercultural as well as English-language communications expertise, soft skills, and leadership qualities acquired or enhanced during this program to assume management duties in an internationally operating company, business unit or institution.
 - Reflect on their own leadership styles and behavior in an entrepreneurial context, take intercultural aspects into account, and give appropriate consideration to the societal and ethical consequences of the business decisions they make.
 - Independently increase their knowledge, master new systematic methodologies, and apply these to respond effectively to the challenges, problems, and evolving conditions that arise within the companies or institutions where they will be working after graduation.

§ 3 Academic program outline and degree

- (1) This is a consecutive master's degree program.
- (2) This master's degree program has an international orientation and a strong practical focus.
- (3) Fulda University of Applied Sciences confers the degree of Master of Arts (M.A.) upon those students who have successfully completed the prescribed course of study. The award of a master's degree generally qualifies the holder for admission to a doctoral program.

§ 4 Admission requirements and procedures

- (1) An accredited undergraduate degree (bachelor's or *Diplom*) of 210 ECTS credits predominantly in the field of business administration, economics, business information systems, or a combined major in business and engineering is required for admission to the master's degree program.
- (2) An additional 30 ECTS credits must be earned during the master's program if the required undergraduate degree comprises fewer than 210, but at least 180 ECTS credits. These additional ECTS credits can be earned by completing extra course modules or a work experience internship (see module IMA 4.1 Internship and Associated Seminars) in accordance with § 6 below, and must be recorded in the students' academic records prior to the end of the master's degree program.
- (3) Applicants must also provide evidence of an English language proficiency of at least Level B2 of the Common European Framework of Reference for Languages (CEFR) or its equivalent. Exempt from this requirement are students whose native language is English and those who have already completed a program of higher education that was conducted primarily in English.
- (4) Admissions are made for each of the winter and summer semesters.

§ 5 Standard program length, course modules, structure, and ECTS credits

- (1) The standard program length is 3 semesters. The course of study consists of a total of 15 course modules of which 13 are required courses and 2 are electives. The entire degree program comprises 90 ECTS credits.
- (2) The Program Curriculum (Annex 1) provides an overview of the course of study. Course descriptions and other information can be found in the Module Catalog (Annex 2).
- (3) A student qualifies for the degree by successfully completing the required modules as stipulated in the Program Curriculum.

§ 6 placement/ internship

- (1) The Internship Program Regulations (Annex 3) and the provisions of sections (2) to (3) below will apply for any work experience internship undertaken in accordance with § 4, Section 2 of these Examination Regulations.
- (2) Internships regularly extend for a period of 20 weeks, during which time students will be scheduled to work during what are the hosting organization's regular business hours for full-time personnel. Students will make up any scheduled hours that they miss.
- (3) Seminars are conducted to help guide and support the internship. Further information can be found in the Module Catalog (Annex 2).

§ 7 Master's thesis, discussion and defense

- (1) The writing of a master's thesis is one of the activities scheduled for the 3rd semester. This thesis will cover a topic with an emphasis in the field of international management.
- (2) A discussion and defense is an integral part of the master's thesis requirement. The successful completion of the discussion/defense is a requirement for the award of ECTS credits, which, however, will not be used in determining the grade for the master's thesis module. Further details can be found in the Module Catalog (Annex 2).
- (3) Twelve weeks are allowed for preparing the master's thesis. A one-time extension of 4 weeks may be granted on request.

§ 8 Assessment, grading, weighting and determining the overall grade

- (1) The overall grade is calculated from the arithmetic average of the module grades weighted by the ECTS credits.
- (2) The following modules will be listed in the academic transcript, but not used in determining the overall grade:
 - placement /internship
 - Additional electives
- (3) Any extra ECTS credits earned by completing additional modules beyond those prescribed by the program curriculum will be listed in the transcript, but not used in determining the overall grade.

§ 9 Enactment

These Examination Regulations are effective as of 1 September 2014.

§ 10 Transitional accommodations

Students who were already enrolled in the International Management degree program at the time these Examination Regulations were enacted will complete their degree program in accordance with the earlier version of the examination regulations. This accommodation terminates at the end of winter semester 2016/17.

Annexes:

1. Program Curriculum
2. Module Catalog
3. Internship Program Regulations

Annex 1: Program Curriculum

Module Number and Title		1st Semester		2nd Semester		3rd Semester	
		CR	H/W	CR	H/W	CR	H/W
IMA 1.1	Quantitative Methods & Empirical Research	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	Controllershship & Decision Analysis	5	4				
IMA 1.6	International Economics & European Integration	5	4				
IMA 2.1	Leadership & Communication			5	4		
IMA 2.2	Risk Management & International Finance			5	4		
IMA 2.3	Strategic Management & Globalization			5	4		
IMA 2.4	Corporate Governance & Corporate Social Responsibility			5	4		
IMA 2.5	Entrepreneurship & Innovation Management			5	4		
IMA 2.6	Elective Course 1			5	4		
IMA 3.1	Elective Course 2					5	4
IMA 3.2	Practical Management of a Global Firm (Business Simulation)					10	8
IMA 3.3	Master's Thesis					15	4
Total credits (CR) and hours per week (H/W)		30	24	30	24	30	16
Total credits for the 3-semester program		90					

Annex 2: Module Catalog

Quantitative Methods & Empirical Research					
Number	Workload	Credits	Semester	When offered	Duration
IMA 1.1	150 hrs	5 ECTS	1st	Winter/summer semesters	1 semester
1	Coursework (hrs/week) a) Seminars: 3 b) Exercises: 1	Contact hours 4 hrs/week = 72 hrs		Self-study 78 hrs	Language German (English)
2	Learning outcomes Students will be able to explain the quantitative and empirical methods that are essential for managing international businesses. They will be able to differentiate the studied tools and procedures of statistics and business mathematics and independently apply these to commercial tasks and issues of practical relevance and use them to support and optimize planning and decisions in actual business and management situations.				
3	Course content <ul style="list-style-type: none"> – Collecting, evaluating and interpreting empirical data about operational and economic issues – Overview of how empirical studies are conducted – How quantitative and empirical research differs from qualitative studies – Measures of statistical distribution characteristics – Correlation and regression analysis – Point estimates and testing methods – The business and economic applications of optimization and extreme value (<i>extremum</i>) calculation – Operations research: linear systems of equations and linear programming 				
4	Teaching methods Seminar-like instruction, exercises, and case studies				
5	Course prerequisites Formal: None Recommended: None				
6	Type of examination Written				
7	Requirements for the award of credit hours Passing grade on module examination				
8	Course share of final grade: 5 / 90 (\cong 5.56%)				

Marketing Management in a Global Market					
Number	Workload	Credits	Semester	When offered	Duration
IMA 1.2	150 hrs	5 ECTS	1st	Winter/summer semesters	1 semester
1	Coursework (hrs/week) a) Seminars: 3 b) Exercises: 1	Contact hours 4 hrs/week = 72 hrs		Self-study 78 hrs	Language English (German)
2	Learning outcomes Students will be able to make prudent management decisions on the basis of specific marketing management processes in an international context. Besides being able to identify and evaluate the particulars of worldwide markets, they will also be proficient in assessing the interdependent effects and relationships between marketing management and the other functional areas within a corporate group. Students will be able to distinguish and categorize important intercultural and sociopolitical factors and take these into account appropriately when making tactical, strategic and operational marketing and business decisions.				
3	Course content <ul style="list-style-type: none"> – The marketing management process in a global context (analysis of the present/actual situation, setting priorities, developing the strategy, formulating the marketing mix, implementation, and controls) – Principles of marketing programs employed in globalized markets (“think global – act local”) – Market research and consumer behavior on international markets, worldwide marketing strategies, and the unique characteristics of the marketing mix and tools in a global economy – Case studies addressing the many ways marketing tools are employed on international markets and about incorporating marketing management within the framework of a holistic management design 				
4	Teaching methods Seminar-like instruction, exercises, presentations, group discussions, and case studies				
5	Course prerequisites Formal: None Recommended: None				
6	Type of examination Written				
7	Requirements for the award of credit hours Passing grade on module examination				
8	Course share of final grade: 5 / 90 (≅ 5.56%)				

European & International Business Law					
Number	Workload	Credits	Semester	When offered	Duration
IMA 1.3	150 hrs	5 ECTS	1st	Winter/summer semesters	1 semester
1	Coursework (hrs/week) a) Seminars: 4	Contact hours 4 hrs/week = 72 hrs		Self-study 78 hrs	Language German (English)
2	Learning outcomes Students will be able to apply international business law to real-world subjects relating to civil, commercial and corporate (company) law and resolve matters and issues with respect to international private law. They will be able to compare different legal systems and the singular legal arrangements therein, and summarize their common features and differences. Students will be proficient in assessing various legal solutions and incorporating them into the business decision-making process.				
3	Course content 1. Principles of international business law <ul style="list-style-type: none"> – General conflict of laws in international law – International and European conventions – International and European contract law (UN CISG, the Rome I Regulation) – European civil liberties – International commercial law (INCOTERMS, UNIDROIT) – International corporate law – International labor law (supranational and EU law, international agreements, ILO agreements, conflict of laws, and legislation governing the delegation and posting of workers) 2. Comparative law methods <ul style="list-style-type: none"> – Macrocomparison / broad fields of law – Microcomparison / individual legal institutions 				
4	Teaching methods Seminar-like instruction				
5	Course prerequisites Formal: None Recommended: None				
6	Type of examination Written				
7	Requirements for the award of credit hours Passing grade on module examination				
8	Course share of final grade: 5 / 90 (\cong 5.56%)				

Global Human Resource Management					
Number	Workload	Credits	Semester	When offered	Duration
IMA 1.4	150 hrs	5 ECTS	1st	Winter/summer semesters	1 semester
1	Coursework (hrs/week) a) Seminars: 3 b) Exercises: 1	Contact hours 4 hrs/week = 72 hrs		Self-study 78 hrs	Language German (English)
2	Learning outcomes Students will be able to identify and describe the challenges and requirements that a global leader faces by understanding and being able to differentiate the myriad of cultural influences that must be dealt with. They will be able to examine, analyze and model the work of global human resource management and leadership with respect to the underlying internationalization strategies and cultural thinking. Students will also be able to apply their knowledge of global human resource management to a broad range of operational considerations and contemporary issues.				
3	Course content <ul style="list-style-type: none"> – How global business activity affects the key functions of human resource management – Multinational performance management – Cultural concepts, dimensions and standards – Internationalization strategies – The growth and capabilities of “global leaders” – International assignments; acculturation – A country comparison of selected aspects of labor-management (industrial) relations – Managing diversity – Global social responsibility 				
4	Teaching methods Seminar-like instruction, exercises, presentations, group discussions, and case studies				
5	Course prerequisites Formal: None Recommended: None				
6	Type of examination Written				
7	Requirements for the award of credit hours Passing grade on module examination				
8	Course share of final grade: 5 / 90 (\cong 5.56%)				

Controllership & Decision Analysis					
Number	Workload	Credits	Semester	When offered	Duration
IMA 1.5	150 hrs	5 ECTS	1st	Winter/summer semesters	1 semester
1	Coursework (hrs/week) a) Seminars: 3 b) Exercises: 1	Contact hours 4 hrs/week = 72 hrs	Self-study 78 hrs	Language German (English)	
2	Learning outcomes Students will be able to formulate and give examples of the tasks and responsibilities of management control systems within the framework of international businesses. They will be able to analyze typical decision situations in international companies, select the appropriate forms of decision accounting to solve problems, and apply the pertinent project-management tool to the real-world project decision-making in such international companies. Students will be able to explain the operational planning system and develop pragmatic solution approaches to handle the problems that arise within the individual steps and parts that make up a given plan within the system as a whole.				
3	Course content <ul style="list-style-type: none"> – Principles of management control systems – Decision theory and models – Project management within international corporations – Economic efficiency assessments and project controls – Practical project decision-making in international companies – The operational planning system – Decision problems within the internal corporate functional areas – Financial management control systems in international businesses – International corporate performance and efficiency management control systems 				
4	Teaching methods Seminar-like instruction and exercises				
5	Course prerequisites Formal: None Recommended: None				
6	Type of examination Written				
7	Requirements for the award of credit hours Passing grade on module examination				
8	Course share of final grade: 5 / 90 (\cong 5.56%)				

International Economics & European Integration					
Number	Workload	Credits	Semester	When offered	Duration
IMA 1.6	150 hrs	5 ECTS	1st	Winter/summer semesters	1 semester
1	Coursework (hrs/week) a) Seminars: 3 b) Exercises: 1	Contact hours 4 hrs/week = 72 hrs		Self-study 78 hrs	Language English (German)
2	Learning outcomes Students will understand and be able to explain the most-important theoretical approaches to the science of international trade and monetary external relations, and be proficient in using these to examine and assess current developments and problems in international commercial relations. They will also be able to discuss the status, achievements and challenges of European integration and make comparisons between internal EU and global regulatory frameworks.				
3	Course content <ul style="list-style-type: none"> – International trade <ul style="list-style-type: none"> – Principles of (modern) trade theory – International economic policy – The international mobility of factors of production – International monetary economics <ul style="list-style-type: none"> – Balance of payments and exchange rates – The determining factors in the movement of exchange rates – Currency systems and policies (including monetary unions) – Principles of European integration <ul style="list-style-type: none"> – EU institutions, facts and history – The European internal market – European policymaking: competition policies, the European Economic and Monetary Union – Current events and trends in international business relationships 				
4	Teaching methods Seminar-like instruction, exercises, presentations, group discussions, and case studies				
5	Course prerequisites Formal: None Recommended: None				
6	Type of examination Written				
7	Requirements for the award of credit hours Passing grade on module examination				
8	Course share of final grade: 5 / 90 (\cong 5.56%)				

Leadership & Communication					
Number	Workload	Credits	Semester	When offered	Duration
IMA 2.1	150 hrs	5 ECTS	2nd	Winter/summer semesters	1 semester
1	Coursework (hrs/week) a) Seminars: 3 b) Exercises: 1	Contact hours 4 hrs/week = 72 hrs		Self-study 78 hrs	Language German (English)
2	Learning outcomes Students will be able to focus on results and take intercultural and diversity aspects appropriately into consideration when communicating in professional leadership situations. Not only will they be able to analyze and interpret communication behaviors (especially in an intercultural context), but also be able to devise and use communications strategies and tools with an eye toward solving problems in challenging situations, such as conflicts and crises. Students will also be able to analyze change processes within a company and develop an approach for implementing change management and communications.				
3	Course content <ul style="list-style-type: none"> – Communication as a critical leadership skill – Presenting and facilitating – Management discussions and performance reviews (appraisals) – Negotiations – Conflict management – Crisis communications – Intercultural communication and diversity management – Change management and communication – Communication controlling 				
4	Teaching methods Seminar-like instruction, exercises with role playing, presentations, working in groups, and case studies				
5	Course prerequisites Formal: None Recommended: Module IMA 1.4				
6	Type of examination Oral				
7	Requirements for the award of credit hours Passing grade on module examination				
8	Course share of final grade: 5 / 90 (\cong 5.56%)				

Risk Management & International Finance					
Number	Workload	Credits	Semester	When offered	Duration
IMA 2.2	150 hrs	5 ECTS	2nd	Winter/summer semesters	1 semester
1	Coursework (hrs/week) a) Seminars: 3 b) Exercises: 1	Contact hours 4 hrs/week = 72 hrs	Self-study 78 hrs	Language English (German)	
2	Learning outcomes Students will be able to recognize and communicate the importance of risk management for firms operating internationally and outline the individual phases of the risk management process. They will be able to apply internationally recognized and accepted risk management methods and tools and then evaluate these approaches and the results they produce. Students will also be able to differentiate the various submarkets that comprise the international financial markets, classify the main instruments traded, and use models to value them. And finally, students will be able to properly connect the financial markets and instruments traded with the associated business risks and management tools.				
3	Course content <ul style="list-style-type: none"> – Basic concepts of risk management – Legal requirements and international norms for risk management with a focus on Germany, Europe and the United States – The risk management process – Selected methods of risk identification and measuring – Risk management tools and strategies – The purpose and workings of international money, capital and currency markets – Traded instruments, especially stocks, bonds, futures and options – Banks, credit markets and their importance in different economic regimes – Asset management and insurance using the example of the retirement fund sector 				
4	Teaching methods Seminar-like instruction and exercises				
5	Course prerequisites Formal: None Recommended: Module IMA 1.1				
6	Type of examination Written				
7	Requirements for the award of credit hours Passing grade on module examination				
8	Course share of final grade: 5 / 90 (\cong 5.56%)				

Strategic Management & Globalization					
Number	Workload	Credits	Semester	When offered	Duration
IMA 2.3	150 hrs	5 ECTS	2nd	Winter/summer semesters	1 semester
1	Coursework (hrs/week) a) Seminars: 3 b) Exercises: 1	Contact hours 4 hrs/week = 72 hrs		Self-study 78 hrs	Language English (German)
2	Learning outcomes Students will be able to articulate the different goals, tasks and underlying methods of strategic management. They will be able to describe and discuss the process model used in strategic management and its key phases. Students will also be able to integrate the unique challenges involved in the strategic management and leadership of internationally operating companies and, within an international context, evaluate and explain the general approaches used in setting corporate and business policy, along with the many different management strategies that can be employed.				
3	Course content <ul style="list-style-type: none"> – The design, development and objectives of strategic management – Strategic management concepts and tools – Research approach methodologies (strategy process, context and substance) and strategic management paradigms (market- versus resource-based view) – The strategic management process: the strategic goal formation process; strategic analysis; evaluating, developing, selecting and implementing a strategy; and strategic controls – A look at the contextual conditions of internationalization and globalization: foreign commerce, direct investments, and the economic integration of firms and markets – Internationalization strategies and the leadership, development and organization of global companies 				
4	Teaching methods Seminar-like instruction, exercises, and case studies				
5	Course prerequisites Formal: None Recommended: None				
6	Type of examination Oral				
7	Requirements for the award of credit hours Passing grade on module examination				
8	Course share of final grade: 5 / 90 (\cong 5.56%)				

Corporate Governance & Corporate Social Responsibility					
Number	Workload	Credits	Semester	When offered	Duration
IMA 2.4	150 hrs	5 ECTS	2nd	Winter/summer semesters	1 semester
1	Coursework (hrs/week) a) Seminars: 3 b) Exercises: 1	Contact hours 4 hrs/week = 72 hrs	Self-study 78 hrs	Language English (German)	
2	Learning outcomes Students will be able to assess and articulate the importance of corporate governance (CG) and corporate social responsibility (CSR) for management to be successful and sustainable in Germany and internationally. They will be able to evaluate and use the appropriate tools to prepare and generate effective CG and CSR in a domestic and international context. Students will also be able to identify and explain the relationships between ethics, GG and CSR and appraise these on the basis of business decisions made using case studies.				
3	Course content <ul style="list-style-type: none"> – Corporate governance and its theoretical derivation, elements and objectives – German and international corporate governance codes and organizations – Basic mechanisms of internal corporate governance, including compliance – Principles of business ethics, including the relationship between values, norms and behavior – Corporate culture and identity, including the corporate constitution, philosophy and codes of conduct – The fundamentals of corporate social responsibility, including its origins, levels, spheres of action and impact – Entrepreneurial action and sustainability – Social return on investment – Case studies addressing corporate responsibility and good governance 				
4	Teaching methods Seminar-like instruction and exercises				
5	Course prerequisites Formal: None Recommended: None				
6	Type of examination Oral				
7	Requirements for the award of credit hours Passing grade on module examination				
8	Course share of final grade: 5 / 90 (\cong 5.56%)				

Entrepreneurship & Innovation Management					
Number	Workload	Credits	Semester	When offered	Duration
IMA 2.5	150 hrs	5 ECTS	2nd	Winter/summer semesters	1 semester
1	Coursework (hrs/week) a) Seminars: 3 b) Exercises: 1	Contact hours 4 hrs/week = 72 hrs		Self-study 78 hrs	Language English (German)
2	Learning outcomes Students will be able to compare and combine the theoretical and empirical principles of new-venture management and use case studies to demonstrate the application concepts for managing start-ups and early-stage companies. They will also be able to identify the different management requirements based on new venture type, develop lifecycle management processes, test them and assess their added value. In order to support innovative management styles, students will be able to evaluate and select the key elements of financing, development and licensing agreements for particular requirements.				
3	Course content Innovation management <ul style="list-style-type: none"> – Theory and empiricism – Principles of innovation management – The innovation process – Innovation and networks – Innovation and diffusion – Disruptive innovations Managing high-growth companies <ul style="list-style-type: none"> – New ventures in life sciences – Information technology and web-based start-ups – A comparison of lifecycle management in Germany and the United States – Innovation project analysis – A comparative look at the methods, forms and acquisition of venture capital in Europe and the United States – A comparison of financing term sheets in Germany and the United States – Foreign-market expansion strategies International new-product development <ul style="list-style-type: none"> – R&D management: requirements and differences in a legal and cultural context – Agile and Scrum project management – International patent law with a focus on Europe and the United States – Corporate venturing in Germany, Europe and the United States – Easy Access IP: a UK model as the basis for long-term international relationships – Open innovation as a global outsourcing model 				
4	Teaching methods Seminar-like instruction, exercises, working in groups, and case studies				
5	Course prerequisites				

NON-OFFICIAL, LEGALLY NON-BINDING TRANSLATION

	Formal: None Recommended: None
6	Type of examination Oral
7	Requirements for the award of credit hours Passing grade on module examination
8	Course share of final grade: 5 / 90 (\cong 5.56%)

non-official translation

Elective Course 1					
Number	Workload	Credits	Semester	When offered	Duration
IMA 2.6	150 hrs	5 ECTS	2nd	Winter/summer semesters	1 semester
1	Coursework (hrs/week) As per module selected	Contact hours As per module selected		Self-study As per module selected	Language As per module selected
2	<p>Learning outcomes</p> <p>Electives are an opportunity for students to pursue their own interests, add to or intensify their business-administration skills and knowledge, and/or explore alternate subjects and methods from other disciplines relevant to international management.</p> <p>Students will be free to select one course from a list of approved modules compiled by the Degree Program Head and the Students' Dean. The list will contain modules of 5 ECTS credits each from other master's degree programs offered by the Faculty of Business and further departments of the Fulda University of Applied Sciences as applicable. Additional business courses specific to this degree program with a comparable workload and unique learning objectives will be available under the title "Special Challenges in International Management."</p>				
3	<p>Course content</p> <p>As per module selected</p>				
4	<p>Teaching methods</p> <p>As per module selected</p>				
5	<p>Course prerequisites</p> <p>Formal: None Recommended: As per module selected</p>				
6	<p>Type of examination</p> <p>As per module selected</p>				
7	<p>Requirements for the award of credit hours</p> <p>Passing grade on module examination</p>				
8	<p>Course share of final grade: 5 / 90 (\cong 5.56%)</p>				

Elective Course 2					
Number	Workload	Credits	Semester	When offered	Duration
IMA 3.1	150 hrs	5 ECTS	3rd	Winter/summer semesters	1 semester
1	Coursework (hrs/week) As per module selected	Contact hours As per module selected	Self-study As per module selected	Language As per module selected	
2	<p>Learning outcomes</p> <p>Electives are an opportunity for students to pursue their own interests, add to or intensify their business-administration skills and knowledge, and/or explore alternate subjects and methods from other disciplines relevant to international management.</p> <p>Students will be free to select one course from a list of approved modules compiled by the Degree Program Head and the Students' Dean. The list will contain modules of 5 ECTS credits each from other master's degree programs offered by the Faculty of Business and further departments of the Fulda University of Applied Sciences as applicable. Additional business courses specific to this degree program with a comparable workload and unique learning objectives will be available under the title "Special Challenges in International Management."</p> <p>A different module must be chosen from that selected for Elective Course 1.</p>				
3	<p>Course content</p> <p>As per module selected</p>				
4	<p>Teaching methods</p> <p>As per module selected</p>				
5	<p>Course prerequisites</p> <p>Formal: None Recommended: As per module selected</p>				
6	<p>Type of examination</p> <p>As per module selected</p>				
7	<p>Requirements for the award of credit hours</p> <p>Passing grade on module examination</p>				
8	<p>Course share of final grade: 5 / 90 (\cong 5.56%)</p>				

Practical Management of a Global Firm (Business Simulation)					
Number	Workload	Credits	Semester	When offered	Duration
IMA 3.2	300 hrs	10 ECTS	3rd	Winter/summer semesters	1 semester
1	Coursework (hrs/week) a) Seminars: 6 c) Exercises: 2	Contact hours 8 hrs/week = 144 hrs		Self-study 156 hrs	Language English (German)
2	Learning outcomes Students will be able to accurately review and assess the operational situation and competitive position of the internationally operating company being managed. They will be proficient in formulating and appraising the business objectives and strategies in a dynamic competitive economy. Using computer-based information management augmented by real-life case studies, students will be able to make decisions under uncertainty, coordinate the individual operational sub-functions, and effectively manage the simulated company. In addition to management expertise, students will acquire and be able to use specific skills in managing both the processes of group dynamics and teamwork that is results oriented.				
3	Course content Strategic management and international value creation Strategy development and analysis <ul style="list-style-type: none"> – Creating the conditions for business success – Formulating business strategies in a dynamic competitive environment – Assessing corporate strengths, weaknesses, opportunities and threats Strategy implementation <ul style="list-style-type: none"> – Setting corporate priorities and goals – Selecting quantitative benchmarks Operational process planning <ul style="list-style-type: none"> – Decisions about the operational business process (particularly the product portfolio, production, marketing and distribution) – Using the tools and instruments of cost and results accounting, general accounting, human resource management, product development and marketing Monitoring <ul style="list-style-type: none"> – Analyzing the results of the simulation and reflecting about the corporate strategy – Assessing operational interactions and networked decision-making problems and processes Analyzing operating figures and projections using computer-based information systems and simulation and planning models <ul style="list-style-type: none"> – Developing the ability to structure and resolve problems from a holistic management perspective – Understanding the processes of group dynamics and developing social skills – Formulating and arguing the reasons for decisions made under uncertainty 				
4	Teaching methods Simulation exercise, seminar-like instruction, exercises, and working in groups				

5	Course prerequisites Formal: None Recommended: Mastery of the material covered in the modules for 1st and 2nd semester
6	Type of examination Oral
7	Requirements for the award of credit hours Passing grade on module examination
8	Course share of final grade: 10 / 90 (\cong 11.12%)

non-official translation

Master's Thesis					
Number	Workload	Credits	Semester	When offered	Duration
IMA 3.3	450 hrs	15 ECTS	3rd	Winter/summer semesters	1 semester
1	Coursework (hrs/week) a) Seminars: 4	Contact hours 4 hrs/week = 72 hrs		Self-study 378 hrs	Language English or German
2	Learning outcomes Students will be able to apply and use academic methods and tools. Students will demonstrate proficiency in working independently to analyze a topic from the field of international business management and prepare and generate solution approaches to identified problems. In addition students will be able to present their research and findings, and defend their thesis as part of a discussion.				
3	Course content <ul style="list-style-type: none"> – Introduction: master's thesis guidelines and requirements, and assistance in selecting the topic – Thesis presentation training session: presenting the research and findings; the discussion and defense; feedback from the advisor and fellow students – Thesis advisors will meet regularly with each student. 				
4	Teaching methods Regular meetings to discuss and review the topic, structure, style, and progress of the master's thesis, and a session to present and discuss/defend				
5	Course prerequisites Formal: None Recommended: Completion of modules IMA 1.1 to IMA 2.6				
6	Type of examination Written (master's thesis)				
7	Requirements for the award of credit hours Passing grade on the master's thesis and successful completion of a presentation in the form of a discussion and defense (see § 7 of the Examination Regulations)				
8	Course share of final grade: 15 / 90 (≅ 16.67%)				

Internship and Associated Seminars					
Number	Workload	Credits	Semester	When offered	Duration
IMA 4.1	900 hrs	30 ECTS	4th	Winter/summer semesters	1 semester
1	Coursework (hrs/week) Seminars: 2	Contact hours 730 hrs (at the hosting organization and the university)	Self-study 170 hrs	Language English, German or other foreign language	
2	Learning outcomes Students will be able to apply the skills and knowledge acquired during their studies to the tasks they are assigned within the hosting organization. As part of the project seminars conducted at the university, students will become proficient in appraising and directing their skills and knowledge toward effectively managing the real-world problems of an internationally operating business. This internship will allow students to gather experience and expose them to the complexities of leadership duties and responsibilities within an international framework.				
3	Course content <ul style="list-style-type: none"> – Counseling by the Internship and Career Center of the Faculty of Business – Preparatory seminar conducted by the advising professors – Practical work within the hosting organization on the basis of an internship agreement – Participation in seminars that support the internship: <ol style="list-style-type: none"> (1) Introduction to and critical analysis of a special task within the hosting organization (workplace-oriented research project) (2) Overview of the work assignment with consideration given to the theory and practice of that job position 				
4	Teaching methods Practical phase at the hosting firm or institution; seminar-like instruction with exercises, case studies, and presentations				
5	Course prerequisites Formal: None Recommended: Completion of modules IMA 1.1 to IMA 3.3				
6	Type of examination Written (ungraded)				
7	Requirements for the award of credit hours <ul style="list-style-type: none"> – Letter from the hosting organization verifying completion of all work during the internship – Passing grade on module examination 				
8	Course share of final grade: None				

Annex 3: Internship Program Regulations

Internship Program Regulations for the Fulda University of Applied Sciences Faculty of Business

§ 1 Applicability

- (1) These formal regulations apply to work experience internships at companies and institutions (hosting organizations) for the following Faculty of Business courses of study:
 - a) Bachelor's degree programs:
 - International Business Administration (IBWL - BA)
 - Business Law – Sustainability and Ethics (WR - LL.B.)
 - b) Master's degree programs:
 - Accounting, Finance, Controlling (AFC - MA)
 - International Management (IMA - MA)
 - Supply Chain Management (SCM - MA)
- (2) Details are set forth in the examination regulations and module catalog for each degree program within the Faculty of Business.

§ 2 Student status

- (1) Students remain members of the university with all the associated rights and obligations throughout the term of the work experience internship. Students will follow the instructions necessary to achieve the internship goals and objectives that are given by the hosting organization and its designated officers, and will comply with the rules and regulations that apply to that organization, particularly its work rules, accident prevention regulations, and confidentiality and non-disclosure policies.
- (2) Students are not interns within the meaning of the Vocational Training Act (BBiG) and, for the duration of the internship, are not subject to the Labor-Management Relations Act (BetrVG), the Employee Representation Act (PersVG) or any other comparable national statutes.

§ 3 Internship site supervision

- (1) Students should be supervised and coached at the workplace by mentors who have appropriate training in the relevant subject area and who work in the hosting organization on a full-time/main occupation basis.
- (2) Mentors should arrange and oversee an orientation to familiarize students with their duties and functional areas. In addition to being available as a personal contact for guidance and assistance, mentors should also support the students' learning process at the internship training venues.

§ 4 Internship agreement

- (1) Students will enter into an agreement with the organization providing the placement prior to the start of any work experience internship and will obtain the approval of the Faculty of Business with the Internship Coordinator before they sign the agreement.
- (2) The internship agreement will specifically set forth the students' responsibility to:
 - a) Take full advantage of the training opportunities offered.
 - b) Conscientiously perform all assigned tasks in conjunction with the internship action plan.
 - c) Follow the instructions given by the hosting organization and its designated officers.
 - d) Comply with the rules and regulations that apply to the hosting organization, particularly its work rules, accident prevention regulations, and confidentiality and non-disclosure policies.
 - e) Prepare and submit a report in accordance with the deadlines and requirements stipulated by the Faculty of Business that reflects the substance and activities involved in the work experience internship.
 - f) Report any absences from the internship site without delay.