

Course catalogue for the  
Master of Arts program in

# INTERNATIONAL BUSINESS MANAGEMENT

Carinthia University of Applied Sciences (FH Kärnten)  
School of Management

Curriculum v 1.8  
valid from winter semester 2021 on

This document provides an overview of the contents of the modules of the curriculum of the International Business Management master's program at Carinthia University of Applied Sciences (FH Kärnten). Details about contents and lecturers can be subject to change. More detailed and officially valid module descriptions are available on the website of the study program at [www.cuas.at/ibm](http://www.cuas.at/ibm)

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# Effective Management and Leadership of Global Teams

Semester 1 | 6 ECTS credits

## What you will learn in this module

**Achieve your goals together with others in a high-performance cross-cultural team.** Learn how to identify your own strengths and combine them with the strengths of others in order to get things done together. Develop your self-management and leadership competencies, improve your people management, teamwork, and decision-making skills, and explore how to effectively communicate and collaborate in an intercultural team environment. In this module, you will also get the chance to meet and learn from practicing managers with experience in an international business environment.

## Core contents

- Personal effectiveness in a managerial role – managing and developing yourself
- Interpersonal effectiveness – leading and developing others
- Effective teamwork (including leading global virtual teams and managing conflicts)
- Effective decision-making
- Results-oriented management
- Effective intercultural communication
- *Study trip and/or guest lectures with practicing managers from internationally active companies*

## Your lecturers

**FH-Prof. Mag. Dr. Dietmar Sternad BSc MBA** is Professor of International Management and Program Director of the International Business Management master's program at FH Kärnten (Carinthia University of Applied Sciences). Winner of the Austrian State Prize for Teaching Excellence *ars docendi*. Long-term experience as a managing director of media companies and in strategy consulting. Author of several books, e.g. *Effective Management: Developing Yourself, Others and Organizations* (London: Macmillan International Higher Education).

**Janet Brown, MA MA** is Senior Lecturer in Intercultural Communication and English for Specific Purposes. She was Program Development Director and is now Director of Studies of the English Bachelor's program Intercultural Management at CUAS. She is responsible for the curricular development of the English and foreign language programs at the School of Management and was involved in winning the European Language Label for the International Business Management language program.



# Integrated Financial Management and Controlling

Semester 1 | 6 ECTS credits

## What you will learn in this module

**Get the finance and controlling expertise that will help you to confidently contribute to making effective decisions in internationally active companies.** Learn how to interpret the financial statements of multinational companies, understand the impact of managerial decisions on the financial performance, explore how capital markets work, and evaluate financing and investment proposals. This module equips students with the knowledge and skills that are needed to prepare and analyze key financial decisions and design effective budgeting and controlling processes in multinational companies.

## Core contents

- Assessing the financial performance of internationally active companies
- An integrated perspective on financial statements (balance sheet, P&L, cash flow statement) and their interdependencies
- Financing decisions in multinational companies
- The role of capital markets
- Asset classes, asset valuation, and risk assessment
- Methods for evaluating and deciding between investment proposals
- Budgeting, forecasting, and controlling processes in multinational companies

## Your lecturers

**FH-Prof. DDr. Klaus Brugger** is Professor of Banking and Finance at CUAS. He holds a PhD in Business Administration as well as a PhD in Law from the University of Vienna. In his prior managerial career, Klaus spent several years in Zurich (Switzerland), working as an equity analyst for a Swiss investment bank. Afterwards, he was Head of Securities Business at a large Austrian Bank.

**Mag. Peter Irlacher** manages the Group Finance department of Styria Media Group AG, Graz, a leading player in the Austrian and South-East European media market. In this position, he is responsible for financial controlling, consolidation and taxes. He started his career in Styria in the international part of the group in 2007 where he played an active role in the international expansion of the media company. Before, Peter worked at Ernst & Young in Vienna.



# International Entrepreneurship and Innovation Lab

Semester 1 | 6 ECTS credits

## What you will learn in this module

**Are you considering to start your own internationally active company at some point during your career?** In this intensive hands-on course, you will learn how to identify business opportunities on international markets, form a winning entrepreneurial team, create a viable business model, attract human and financial resources, and develop a launch plan for your innovative business idea. This module is organized as a project-based business laboratory in which you will get the chance to try out different methods for creating and testing innovative solutions that address unmet customer needs on international markets.

## Core contents

- Methods for the creative search for product, service, and process innovation
- Design thinking and approaches to testing business ideas
- Forming the entrepreneurial team
- Developing a viable business model and a business plan for an international new venture (including financial forecasts)
- Attracting human and financial resources
- Strategies for growing a customer base

## Your lecturers

**Dr.<sup>in</sup> Barbara Stampf** holds a PhD in Business Management with a focus on industry, innovation and international management. Before founding her own consultancy company, she worked in two multinational companies for many years, where she was responsible for diverse HR (and also some other management) functions.

**Mag. Dr. Stefan Jausz** has top management experience in different industries, including prefabricated homes, building technology, and vehicle construction. Before his career in industry, he worked as management consultant for several international companies, advising them in the fields of business development and financial and organizational restructuring.



## Personal Skills Development Program

Semester 1 | 6 ECTS credits

### What you will learn in this module

**Upgrade your personal skills portfolio.** This module consists of three parts, which are all designed to support students in developing key competencies for succeeding both in their studies and in a managerial role in an international business environment. Part I consists of a global case study challenge, in which the participants improve their knowledge and understanding of cultural differences and develop their virtual intercultural cooperation skills. Part II is a coaching skills development program in which students learn to apply coaching techniques to support others in identifying their strengths and goals and finding the right approaches to reaching their goals. In Part III, students can choose two out of three intensive personal skills development seminars.

### Core contents

- Part I: Global case study challenge
- Part II: Developing coaching skills
- Part III: Personal skills development electives (2 out of 3)
  - A. Cross-border negotiations
  - B. Communicating with impact
  - C. Learning, thinking and problem-solving strategies

### Your lecturers

**FH-Prof.<sup>in</sup> Dr.<sup>in</sup> Eithne Knappitsch** is Program Director of the Intercultural Management bachelor's program at FH Kärnten/CUAS. She is also President of SIETAR Austria (Society for Intercultural Education Training and Research). Eithne has also previously lectured at the University of Klagenfurt and the University of Ulster, and worked as a researcher for the Culture, Arts and Leisure Committee at the Northern Ireland Assembly.

**Dr. Alfons Prießner BSc MSc** is Chief of Staff at the International EduTech start-up GoStudent. Before, he was working as a consultant at the international management consultancy firm McKinsey & Company. During his consulting career, he worked in various multinational project teams in more than 10 countries with a consultancy focus on the industries of agriculture and power utilities as well as on companies with a high need for restructuring and turnaround support.

**Gabrielle Smith MA** is a Lecturer in Research and Writing and Effective Communication at Stanford University (USA) and a Senior Lecturer for Language Skills and Academic Writing at the University of Vienna. She holds a Bachelor's degree from the University of California, Santa Cruz, and a Master's Degree (MATESOL) from San Jose State University.

**FH-Prof. Mag. Dr. Dietmar Sternad BSc MBA** is Professor of International Management and Program Director of the International Business Management master's program at FH Kärnten (Carinthia University of Applied Sciences). Winner of the Austrian State Prize for Teaching Excellence *ars docendi*. Long-term experience as a managing director of media companies and in strategy consulting. Author of several books, e.g. *Effective Management: Developing Yourself, Others and Organizations* (London: Macmillan International Higher Education).



# Managing the Internationalization Process

Semester 2 | 6 ECTS credits

## What you will learn in this module

**Take your business global.** Identify the right international target markets for your company's products and services, choose an appropriate market entry mode, and find the right approaches for attracting and serving customers abroad. This module provides in-depth insights into how export and internationalization processes work in practice, including all the decisions and steps that are necessary to create and sustain successful international businesses.

## Core contents

- Selecting international target markets and appropriate market entry strategies
- Developing an export marketing plan
- The operative export process (including customs procedures)
- International transport modes and commercial terms
- Financing, payment methods, and risk management in the export business
- Basics of international contract law
- Support opportunities for internationalization processes

## Your lecturers

**MMag. Dr. Meinrad Höfferer** is Deputy Director of the Economic Chamber of Carinthia and the Head of its Foreign Trade and International Affairs division. His prior professional career included positions in the BMW Group (Munich, Germany) and at Mercedes Benz (Salzburg, Austria). In his current position, he supports Carinthian companies in their internationalization process worldwide.

**Guest lecturers** in this course include experts in the fields of international contract law and international trade fair management.



# International Strategic Management

Semester 2 | 6 ECTS credits

## What you will learn in this module

**Enhance your strategic thinking skills.** Learn how to assess strategic opportunities and challenges, discover key organizational strengths and potentials, and develop a winning strategy for internationally active companies on both business and corporate level. This module will also enable you to evaluate different opportunities for growing a business (including mergers & acquisitions), assess the impact of digital technology on the strategy of organizations, and familiarize yourself with tools for an effective implementation of the chosen strategies.

## Core contents

- International business from a strategic perspective
- Managing the strategy process in multinational companies (MNCs)
- Developing growth strategies (including mergers & acquisitions)
- Effective execution of strategies
- Case studies in international strategic management
- International strategic business simulation
- *Study trip: Meet internationally active top managers in excursion visits to MNCs*

## Your lecturers

**FH-Prof. Mag. Dr. Dietmar Sternad BSc MBA** is Professor of International Management and Program Director of the International Business Management master's program at FH Kärnten (Carinthia University of Applied Sciences). Winner of the Austrian State Prize for Teaching Excellence *ars docendi*. Long-term experience as a managing director of media companies and in strategy consulting. Author of several books, e.g. *Effective Management: Developing Yourself, Others and Organizations* (London: Macmillan International Higher Education).

**Mag. Martin Gruber MBA** works in the Strategy Office of NXP, one of the leading semiconductor companies worldwide, in Austria, the Netherlands, and the USA. He has a long-standing experience in strategy, mergers & acquisitions, as a general manager of a complete business sector, and as a lecturer for strategy-related topics at universities of applied sciences.



## International Digital Marketing Lab

Semester 2 | 6 ECTS credits

### What you will learn in this module

**Use digital marketing tools to win new customers on international markets.** This module offers a hands-on experience in which student teams – coached by distinguished digital marketing experts – develop digital marketing strategies and campaigns for acquiring and engaging international customers. Learn how to design the digital customer experience, create personas and analyze the customer journey, develop the right content strategy and messages for your target group, and use tools like search engine advertising, e-mail marketing, social media platforms, artificial intelligence, and data analytics to achieve your company's international marketing goals.

### Core contents

- Developing an international digital marketing strategy
- Digital marketing channels and technologies
- Content marketing and social media marketing
- Digital tools for customer acquisition and engagement
- Planning and implementing digital media campaigns
- Evaluating digital marketing performance

**Mag. Klaus Ehrenbrandtner** is a Senior Consultant at Trigon Entwicklungsberatung (Klagenfurt, Austria). The focus of his consultancy work lies on strategy, brand development, and internationalization strategy. Before, he worked in several leading marketing and management roles for the Austrian National Tourist Office (Österreich Werbung). He is also a lecturer and trainer in the fields of digital marketing, innovation management, tourism management and international strategy at different universities.

**Mag. Alexander Tauchhammer** holds an Endowed Professorship for Digital Transformation at CUAS. He is also Member of the Management Committee and Head of Customer Centricity and Transformation at Dr. Oetker Austria. Previously, he was also Head of Global Digital Marketing and member of the Digital Transformation Office at Dr. Oetker. Before that, he was working in the Silicon Valley, New York, Boston, London, Berlin and Vienna in digital start-up companies in the field of digital marketing. He has earned the title „Onliner of the Year“ in Austria, has received an award at the Austrian State Prize for Multimedia and won two times gold and one time bronze at Austrians largest online Advertising ceremony (IAB Webad) for his digital projects.

**Ing. Gerald Zankl BSc** teaches as a regular guest lecturer in the International Digital Marketing Lab module. He is the Director of Global Inside Sales at Bitmovin, Inc., a global video infrastructure provider and the co-founder and CEO of Kickscale, a company that redefines B2B business meetings. With ample experience in the field of international sales and business development and (digital) B2B marketing, he helped tech startups to dramatically grow their business and increase revenue and profitability.





## International Human Resource Management (*elective*)

Semester 2 | 6 ECTS credits

### What you will learn in this module

**Prepare yourself for a career in an international human resource management (HRM) role.** Explore the strategic impact of an internationally operating HRM. Learn how to develop and implement staffing, expatriation/repatriation, performance management, compensation, and talent and leadership development strategies in multinational companies. In addition to the key tasks and tools of HRM in an international context, this module also covers legal issues to be considered when employing people in different countries and approaches for leveraging the potential of diverse workforces.

### Core contents

- The role of the HR management function in multinational companies
- The strategic orientation of a contemporary HRM
- International employer branding, recruitment and performance management strategies
- Managing international assignments
- The use of digital technologies in international HR management
- Global talent management
- Fundamentals of international employment law
- Managing diversity in multinational organizations

### Your lecturers

**Mag. Michael Kosutnik** is professor for HR and Organisation at FH Kärnten/CUAS. Before, he worked in leading human resource management functions in two internationally operating companies for almost 20 years.

**Mag.<sup>a</sup> Ilse Nadja Rapatz** is Senior HR Manager at Philips with responsibilities in strategic HR development, HR reporting, budgeting, performance management, talent management, and compensation & benefits. She also works for the Carinthian Industrial Association, for the control committee of the Carinthian regional health insurance, for the labor market service, and for a CSR network called "Verantwortung zeigen".

**FH-Prof.<sup>in</sup> Dr.<sup>in</sup> Eithne Knappitsch** is Program Director of the Intercultural Management bachelor's program at FH Kärnten/CUAS. She is also co-founder of SIETAR Carinthia Regional Group (Society for Intercultural Education Training and Research). Eithne has also previously lectured at the University of Klagenfurt and the University of Ulster, and worked as a researcher for the Culture, Arts and Leisure Committee at the Northern Ireland Assembly.

**Mag.<sup>a</sup> Birgitta Winkler, L.L.M.** is a lawyer specialized in labour law. As an expert for international labour law, she was responsible for the subsidiaries of Rail Cargo Austria AG (one of the leading rail freight logistics companies in Europe) in Eastern and South East Europe. In her prior career, she worked for international law firms in Sydney and Vienna before taking the exam to the Austrian Bar. She also worked for the leading logistics and postal services provider in Austria.



## International Supply Chain Management (*elective*)

Semester 2 | 6 ECTS credits

### What you will learn in this module

**Create value with an efficient and sustainable international supply chain.** In a globalized and digitalized business environment, effective supply chain management becomes a key source of competitive advantage. Learn how to build a sustainable and resilient international supply chain for a business and develop the competencies to streamline supply-side processes. This module also provides deeper insights into current trends in global logistics and supply chain management (including, for example, product lifecycle management), and explores how innovative digital technologies can contribute to optimizing all processes in which a company sources raw materials and transforms them into final products.

### Core contents

- Supply chain management as a source of competitive advantage
- Organizing the international supply chain
- Risk and resilience in supply chains
- Lifecycle management and designing sustainable supply chains
- Supply Chain 4.0: Using digital technologies in international supply chain management (including, for example, tracking & tracing solutions, artificial intelligence, big data analytics, and block chain technologies)

### Your lecturer

**Mag. Wolfgang Leitner** is Professor for Logistics and Production Management at CUAS. In his prior job, he worked as a Director for Customer Integration Service at Flex, a contract manufacturing company where he was actively working on process integration of major electronics and automotive customers (e.g. HP, Dell, Epson, Microsoft or Psion and Audi, Ford, BMW, GM etc.) on a global basis.



## CEE/SEE and Global Business Environment

Semester 3 | 6 ECTS credits

### What you will learn in this module

**Understanding the regional and global business environment is a key success factor in international business.** The aim of this module is to provide an integrated overview of how economic and institutional (legal-political) factors and their interplay shape the context in which companies operate on international markets. Upon completion of this module, students will be able to competently assess potential effects of international trade policies as well as growth and development dynamics of international target markets. In addition to a global perspective, students will also get specific insights into the business environment in the Central European and South East European (CEE/SEE) region and the legal-institutional business environment of the European Union.

### Core contents

- Determinants and effects of international trade and investment
- International trade policy and its instruments
- Assessing economic growth and development patterns
- The institutional environment in the European Union
- Fundamentals of EU business and competition law
- The institutional and economic business environment in the CEE/SEE region

### Your lecturers

**FH-Prof.<sup>in</sup> Dr.<sup>in</sup> Rahel Schomaker** is an economist with an additional degree in Political Science and Middle Eastern Studies. Much of her academic work is dedicated to issues relevant in emerging markets, in particular the Middle East. She also works with national and international institutions in consultancy projects in the fields of higher education in economics and public management improvement in the MENA region, but also Central Asia.

**Univ.-Prof. Dr. Dr. h.c. Andreas Knorr** is Professor of Economics: Economic and Transport Policy at the German University of Administrative Sciences Speyer. He received his PhD in Economics as well as his habilitation from the University of Bayreuth, Germany. Professor Knorr has written several monographies and over one hundred academic articles on a broad range of economic topics.

**FH-Prof. MMag. Dr. Florian Oppitz** is Professor of Public and European Law at FH Kärnten (CUAS). In his prior career, he was an assistant at the law faculty of Vienna University, temporary lawyer at the European Court of Human Rights and junior lawyer at a business law firm in Vienna. He is also lecturer at the Rhein-Waal University in Kleve.



# Data Analytics, Artificial Intelligence and Research Methods

Semester 3 | 6 ECTS credits

## What you will learn in this module

**Improve decision making processes with the use of state-of-the-art digital technologies.** This module will allow students to explore how managers can use big data, descriptive and predictive analytics, artificial intelligence and machine learning to make more informed business decisions. Learn about the emerging trends in the field and get a chance to apply data analytics and BI tools hands-on in business cases. In addition, this module also offers an overview of research methods in the field of international management and includes preparation work for the master thesis in the form of finding a research question and developing a suitable research design.

## Core contents

- Fundamentals and emerging trends in data analytics and business intelligence (BI)
- Data quality and data governance
- Applying data analytics and BI tools in business cases (including results visualization and reporting)
- Using artificial intelligence for data analysis and predictive analytics
- Designing an international management research project
- Choosing and applying quantitative and qualitative research methods
- Writing a research proposal for a master thesis

## Your lecturers

**Sven Bakker BBA MSc** is a lecturer in Business Intelligence (BI) at several public and private universities in The Netherlands. Before he became a fulltime lecturer, he worked for ten years as a BI consultant, researcher and data scientist crunching large data sets and creating economic foresight models to provide businesses and governmental organizations with the right decision-making knowledge. Besides his specialization in BI, he also lectures business research, blockchain technology, and international economics.

**FH-Prof.<sup>in</sup> Dr.<sup>in</sup> Rahel Schomaker** is an economist with an additional degree in Political Science and Middle Eastern Studies. Much of her academic work is dedicated to issues relevant in emerging markets, in particular the Middle East. She also works with national and international institutions in consultancy projects in the fields of higher education in economics and public management improvement in the MENA region, but also Central Asia.

**FH-Prof. Mag. Dr. Dietmar Sternad BSc MBA** is Professor of International Management and Program Director of the International Business Management master's program at FH Kärnten (Carinthia University of Applied Sciences). Winner of the Austrian State Prize for Teaching Excellence *ars docendi*. Long-term experience as a managing director of media companies and in strategy consulting. Author of several books, e.g. *Effective Management: Developing Yourself, Others and Organizations* (London: Macmillan International Higher Education).



## International Consulting Lab

Semester 3 | 6 ECTS credits

### What you will learn in this module

**Gain consulting expertise in real-life international market development projects.** In this module, student teams work as consultants for companies that aim to expand their business on international markets. Based on a thorough strategic analysis of the situation on the target market, student consultant teams develop and evaluate market entry strategies and create detailed action plans and budgets for implementing the chosen internationalization strategies. Throughout the project, lecturers support the team in scheduled coaching sessions in which the teams can get feedback on their progress. In addition, this module also provides students with opportunities to enhance their skills in delivering effective business presentations.

### Core contents

- Management consultancy in an international business context
- The project management process
- Applying tools for structuring, scheduling and managing international consulting projects
- Strategic analysis of international markets (e.g. market potential, competitive situation, distribution structures)
- Creating international market development strategies and implementation plans for client organizations
- Effective business presentations

### Your lecturers

**Mag. Dr. Bernhard Erler** is Managing Director of Klagenfurter Messe Betriebsgesellschaft m.b.H. (the leading trade fair organizer in Carinthia), where he is also responsible for internationalization. He is also active in national and international fair associations (MA – Messen Austria, CEFA – Central European Fair Alliance, UFI – Union Foires International).

**Dr. Alfons Prießner BSc MSc** is Chief of Staff at the International EduTech start-up GoStudent. Before, he was working as a consultant at the international management consultancy firm McKinsey & Company. During his consulting career, he worked in various multinational project teams in more than 10 countries with a consultancy focus on the industries of agriculture and power utilities as well as on companies with a high need for restructuring and turnaround support.

**FH-Prof. Mag. Dr. Dietmar Sternad BSc MBA** is Professor of International Management and Program Director of the International Business Management master's program at FH Kärnten (Carinthia University of Applied Sciences). Winner of the Austrian State Prize for Teaching Excellence *ars docendi*. Long-term experience as a managing director of media companies and in strategy consulting. Author of several books, e.g. *Effective Management: Developing Yourself, Others and Organizations* (London: Macmillan International Higher Education).



## International Marketing and Sales Management (*elective*)

Semester 3 | 6 ECTS credits

### What you will learn in this module

**Prepare yourself for a career in international marketing and sales.** Explore the strategies, methods and tools that companies can use to attract and retain customers on international markets. Learn how to create effective marketing communication plans for specific target markets, establish and manage successful international brands, and design and implement international sales processes. With its combined focus on marketing communication, brand management and sales management, the module provides an integrated view on the customer-oriented functions in internationally active businesses.

### Core contents

- Planning and implementing international marketing communication strategies
- Brand management in an international context
- Prepare budgets for international marketing campaigns
- International sales strategy, organization, and salesforce management
- Using digital tools in international sales management
- Collaborating with external partners (advertising and media agencies, distributors, and sales representatives) on international markets

### Your lecturers

**Mag.<sup>a</sup> Anita Verderber, BEd** works in an agency called frei-stil based in Klagenfurt am Wörthersee (Austria). The agency's main customer is FCA Austria with its brands Alfa Romeo, Jeep, Fiat and Abarth. As an event and communication agency, the agency is responsible for product launch events, the creation of communication strategies, marketing communication activities such as road shows, tradeshows, or promotional activities.

**Ing. Mag. Stefan Korb** is sales manager and authorized officer of fischer Edelstahlrohre Austria GmbH, a producer of welded stainless steel tubes, where he is responsible for the worldwide export of special goods. Several years in the supervisory board of a company in the field of mechanical engineering completes his international sales experience.

**Mag. Markus Raunig** holds the position of General Manager of Henkel Iberica (Barcelona), where he is responsible for the Laundry and Homecare business of Henkel in Spain and Portugal. Before, he had different assignments as a general manager and in sales and marketing in four different countries (Poland, Serbia, Turkey, Latvia) and worked in the regional Henkel headquarters in Vienna.



## International Finance and Accounting (*elective*)

Semester 3 | 6 ECTS credits

### What you will learn in this module

**Add an international dimension to your financial expertise.** Gain a solid understanding of accounting practices in different world regions and learn how to apply commonly used international accounting standards. Explore different strategies for the long-term and short-term financing of internationally active companies. Develop practical knowledge which will help you to contribute to making the right financial decisions in multinational companies and competently assess and manage financial risks.

### Core contents

- Accounting systems and practices in different countries
- International accounting standards (including IFRS, US-GAAP)
- Specific issues in international accounting (e.g. taxation, transfer pricing, accounting for price changes and goodwill)
- Capital decisions in multinational companies
- Long-term and short-term financing strategies
- The role of risk in international finance (including risk assessment, risk management strategies, and dealing with currency risk)

### Your lecturers

**MMMag. Dr. Udo Kögl** is Business Unit CFO at a German commercial aircraft inserts company. In his prior career, he served as a Financial Director for a business unit and global R&D of a leading international supplier of integral lighting solutions, and as the Head of Business Models and Controlling and managing director of a research company.

**FH-Prof. DDr. Klaus Brugger** is Professor of Banking and Finance at Carinthia University of Applied Sciences. He holds a PhD in Business Administration as well as a PhD in Law from the University of Vienna. In his prior managerial career, Klaus spent several years in Zurich (Switzerland), working as an equity analyst for a Swiss investment bank. Afterwards, he was Head of Securities Business at a large Austrian Bank.



## Sustainable Global Management Practices

Semester 4 | 4 ECTS credits

### What you will learn in this module

**Drive positive change and act responsibly in an international business environment.** Learn how managers and organizations can ensure ethical behavior, have a positive impact on society, and effectively respond to climate change and other environmental issues. This module introduces concepts and approaches for dealing with ethical issues and dilemmas when doing business internationally and explores different strategies and tools for creating more sustainable businesses.

### Core contents

- Ethical issues in international business
- Dealing with ethical dilemmas and ethical reasoning in decision making
- Sustainability and corporate social responsibility (CSR) strategies in multinational companies
- The role of business in response to climate change
- Tools and methods for sustainability and CSR management
- Discussions about sustainability and global management practices with practicing managers in guest lectures

**FH-Prof. Dr. Dietmar Brodel** is Dean of the School of Management at FH Kärnten (CUAS). Between 2006 and 2014, he served as Rector of CUAS. Before, he was Professor at the SME University for Applied Sciences in Bielefeld, Managing Director at the Stuttgart Institute of Management and Technology, and a research assistant at the University of Hohenheim, Stuttgart. He is a member of many academic associations and serves on several academic and professional boards.

**FH-Prof. Mag. Dr. Dietmar Sternad BSc MBA** is Professor of International Management and Program Director of the International Business Management master's program at FH Kärnten (CUAS). Winner of the Austrian State Prize for Teaching Excellence *ars docendi*. Long-term experience as a managing director of media companies and in strategy consulting. Author of several books, e.g. *Effective Management: Developing Yourself, Others and Organizations* (London: Macmillan International Higher Education).





## Language Immersion Course

### German/Russian/Italian/Slovene (Level I-III)

Semesters 1, 2 and 3 | 6 ECTS credits per semester

#### What you will learn in this module

**Take the chance to learn a new foreign language as part of your master's program.** Being able to communicate in a foreign language helps us to make connections and improve relationships. It also allows us to better access and understand different cultures. This is a key asset for students who want to work in an internationally active company. The intensive language courses in semesters 1, 2 and 3 are an integrative part of the International Business Management curriculum. They allow you to upgrade your German language skills in a German-speaking country, or to alternatively include either Russian, Italian or Slovene as a new foreign language in your skills portfolio.

#### Core contents

- Language courses in either German, Italian, Russian or Slovene (depending on the number of students who enrol for each language) at beginners' level and a more advanced level [CEF levels A1, A2, B1]
- Basic and extended vocabulary, phrases, and grammar structures
- Confident communication about personal and business issues in the foreign language
- Opportunity to learn and practice language skills with exercises, role plays and learning games

#### Your lecturers

The Language Immersion Courses in the International Business Management master's program are taught by experienced language teachers with a solid linguistic background and a lot of passion for teaching "their" language.