



# MASTER OF ARTS IN BUSINESS – MA **INTERNATIONAL MANAGEMENT AND LEADERSHIP**

**Part-time study programme**

Today, many companies and supply chains operate globally. International networks place high demands on you as an experienced specialist or manager - especially if your Bachelor's (or equivalent) degree programme has not been business-related. The Master's degree programme **International Management and Leadership** qualifies you for complex leadership tasks in international and intercultural business environments.

## **Upon completion of the programme:**

- ◆ You understand principles and practises of business in international and intercultural contexts,
- ◆ You take on specialist and executive roles in international teams,
- ◆ You have developed in-depth knowledge in a specialised management domain of your choice,
- ◆ You have honed your English communication skills and established competence in a second language,
- ◆ You understand the significance of language and its effects on everyday management activities,
- ◆ You have rigorously analysed and worked through a business-relevant problem as part of your master's thesis.

**In business, communication skills are the essence of success. This programme combines language competence and managerial skills.**

## ABOUT THE PROGRAMME

The domains of international business, management, leadership and intercultural communication are the cornerstones of the curriculum. Basics in the fields of marketing, finance, supply chain, human resources and project management as well as propaedeutic and interdisciplinary modules complement these three domains. In semesters 2 and 3, you will pursue one of four specialisations:

- ♦ Management Accounting,
- ♦ Digital Business Processes,
- ♦ International Human Resources and Transformation or
- ♦ International Marketing and Sales

In semester 4, you focus on your master's thesis and prepare for the final examination.

**Exchange programmes with partners of Vorarlberg University of Applied Sciences (FH Vorarlberg) enhance your international experience. You will participate in one of the following options:**

- ♦ A course at a foreign institution in contextual studies (Silicon Valley, Shanghai, Delhi),
  - ♦ A summer programme at one of our partner universities,
  - ♦ A US-based studies programme in conjunction with JAMK University.
- You are welcome to suggest alternatives for your time abroad.

Except for second language modules (such as Spanish), the degree programme is delivered in English. You benefit from qualified lecturers with ample private sector experience and excellent international contacts.

A mix of internal and external university lecturers from around the world offers you an exceptional depth and breadth of learning experiences, practical exercises and case studies. Project work, immersive games and exercises are conducted in small groups of 4–12 students. Wherever possible, course content is related to students' companies.

## PART-TIME STUDIES: IS IT FOR YOU?

The four-semester Master's degree programme is designed as part-time studies and takes into account limited time resources available to professionals.

**Measures to reconcile studies, employment and private time (with 50-80% professional activity) include:**

- ♦ The semester is divided into three sessions, each consisting of five weeks. Within these, one or two modules take place in blocks.
- ♦ Examination dates are scheduled – where possible – immediately after the session. In this way, students avoid heavy examination loads at the end of the semester.
- ♦ The courses are scheduled well in advance and are mostly offered Fridays between 2 p.m. and 10 p.m. or Saturdays from 8 a.m. to 5 p.m. This allows for long-term planning.
- ♦ Selected modules in the first semester are available online and can be reviewed in your own time.
- ♦ Projects, group work and self-study options offer flexible timing.
- ♦ Our library offers substantial and expanding access to electronic media (e.g., lecture notes, eBooks, journal articles).

**The infrastructure at FH Vorarlberg is available to you seven days a week, 24 hours a day for maximum flexibility.**

## PERSPECTIVES AFTER THE PROGRAMME

Once you have completed the Master's degree programme in **International Management and Leadership** at FH Vorarlberg, you assume responsibilities in management within for-profit and non-profit organisations, leading teams from small groups to larger departments, or managing international projects. You know how to work in an international environment.

**You will be prepared for the following situations:**

- ♦ You can work in or manage international teams.
- ♦ In management positions, you are proactive and strategic.
- ♦ You are aware of intercultural challenges and opportunities.
- ♦ You are able to navigate change in professional settings and promote innovation.
- ♦ You are familiar with global opportunities but also understand regional peculiarities.
- ♦ You act ethically and responsibly in a global context.

**Examples of future spheres of professional activity:**

- ♦ Managing foreign market entry
- ♦ Establishing a production facility in another country
- ♦ Coordinating international personnel selection procedures
- ♦ Initiating international business and negotiations

As a graduate, you will be awarded the academic degree "**Master of Arts in Business (MA)**". This degree entitles you to enter a research degree programme at any university.

## CURRICULUM

	1 <sup>st</sup> Semester	ECTS SHW	2 <sup>nd</sup> Semester	ECTS SHW	3 <sup>rd</sup> Semester	ECTS SHW	4 <sup>th</sup> Semester	ECTS SHW
Propaedeutic Studies	Communication Skills Lab	3 2	Statistics	4 2	Quantitative Research	3 2	Master's Thesis	28 0
	Principles and Practices of Research	3 1	Qualitative Research	2 1	Research Seminar	3 1		
Fundamentals in Business	Human Resource Fundamentals	3 2						
	Project Management	3 2						
	Going Global	5 3						
Intercultural Communication	Business English and Intercultural Competence	4 2	Business Communication in English	3 2	Intercultural Business Negotiations	2 1		
	Basics in a Second Language	3 2	Business Communication in a Second Language	3 2	Language and International Business	2 1		
Management and Leadership in International Organisations	Global Markets and Market Resilience	3 1	Leadership	4 2	Global Business Model Innovation	6 2		
	Multinational Organisations and Strategy	3 2	Leadership Skills Lab	2 1	Business Ethics and Corporate Social Responsibility	2 1		
Specialisation			Specialisation 1 out of 4 modules	6 3	Specialisation Continuing modules within chosen specialisation	6 3		
Context Studies			Context Studies One or two modules with 6 ECTS in total	6 4	Context Studies One or two modules with 6 ECTS in total	6 4	Master's Exam	2 0
		<b>30 17</b>		<b>30 17</b>		<b>30 15</b>		<b>30 0</b>

**ECTS:** Credit points based on the European Credit Transfer System (ECTS). Consistent with international standards, 30 ECTS points can be earned each semester.

**SHW:** Semester hours per week (SHW).  
One SHW corresponds to 15 instruction units (45 minutes each).

## SPECIALISATIONS

You learn business fundamentals in the first semester. Then, you specialise in one of four subject areas in semesters 2 and 3:

- ♦ **Management Accounting:** Corporate analysis and evaluation, select issues in the fields of controlling, digitalisation and data analysis.
- ♦ **Digital Business Processes:** Business analysis related to technological adjustments as well as the Industrial Internet of Things and its application to business models.
- ♦ **International Human Resources and Transformation:** Change management, international aspects of human resources and strategic human resource management.
- ♦ **International Marketing and Sales:** International competition law, organisation of international sales channels, customer relationship management, marketing and sales controlling.

Modules offered in specialisations:

	Management Accounting	Digital Business Processes	International HR and Transformation	International Marketing and Sales
2 <sup>nd</sup> Semester	Business Analytics in Controlling with R	Business Analysis, Business Capabilities and Requirements Engineering	Change and Organisational Transformation	Organising International Sales and Services
				International Competition and Contract Law
3 <sup>rd</sup> Semester	Company Analysis and Valuation (Simulation Lab)	Industrial Internet of Things	Strategic HR Management	Marketing and Sales Controlling
			International HR	Global CRM and Account Management

## ABOUT FH VORARLBERG

FH Vorarlberg is a pioneer among applied science universities in Austria. In 1994 it offered one of the first applied degree programmes in Austria. Today, FH Vorarlberg's portfolio comprises both full-time and part-time degree programmes, and dual degree programmes in the fields of economics, technology, design and social sciences & health. The combination of a modern university campus with multifunctional lecture halls and state-of-the-art laboratories, and first-class personalised support offers you an ideal setting for study.

**FH Vorarlberg, especially its degree programmes and academic environment, is regularly among the leaders in national and international rankings.**



## STUDYING WHERE THE JOBS ARE

Vorarlberg is one of the strongest economic regions in Europe. The regional economy boasts a wide range of industries with exciting opportunities for practice-oriented projects and internships as well as numerous career options.

Over the years, FH Vorarlberg University of Applied Sciences has forged close relationships with leading companies and key players in the region:



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# ADMISSIONS AND CONTACT

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## Admission requirements

- ♦ Completion of a Bachelor's degree or diploma degree programme,
- ♦ At least two years' professional experience (documented by an employer reference letter),
- ♦ Evidence of English language proficiency at Level B2 or above according to CEFR (Common European Framework of Reference for Language).

## Application

Before May 15<sup>th</sup> at: [www.fhv.at/online-application](http://www.fhv.at/online-application)

The application deadline for applicants coming from and living in non-EU/EEA countries is March 1<sup>st</sup>.

For further information and admission requirements please see: [www.fhv.at/en/studies/apply-now/](http://www.fhv.at/en/studies/apply-now/)

## Have we sparked your interest?

We look forward to seeing you personally and discussing your requirements!



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