

**Note:**

The following curriculum is a consolidated version. It is legally non-binding and for informational purposes only.

The legally binding versions are found in the University of Innsbruck Bulletins (in German).

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**Consolidated version from October 1 2014**  
Curriculum for the  
**Master Program in Strategic Management**  
at the University of Innsbruck School of Management

**§ 1 Qualification profile and program objectives**

- (1) The Master Program in Strategic Management forms part of the group of studies in the social and economic sciences.
- (2) The Master Program in Strategic Management aims at intensive career preparation in the social and economic sciences and qualifies students for careers which require the application of scientific knowledge and methods. As a scientific program, it essentially covers theories, methods and instruments of the social and economic sciences and, in particular, the field of Strategic Management. Findings from the field of gender research are also taken into consideration.
- (3) In addition to subject-specific competences, the Master Program in Strategic Management also promotes social skills.
- (4) The objective of the Master Program is for graduates to achieve advanced, scientifically sound theoretical and method-driven analytical skills, along with problem-solving competences applicable in science and practice. This combination of skills and competences should enable graduates
  - to deal with research questions independently, to reflect on scientific knowledge and apply it to new, especially research-relevant contexts, as well as to pursue PhD programs;
  - to handle pertinent responsibilities in their professional careers outside the university in a scientifically sound and practically relevant manner. Above and beyond the field of strategic management, graduates of the Master Program are qualified to pursue careers in different occupational fields;
  - to reflect intensively on the ethical and social consequences and preconditions when applying their knowledge.
- (5) In particular, the Master Program in Strategic Management prepares students for
  - careers in academic establishments and institutions and especially for pursuing a PhD program and/or

- managerial, planning, analytical, and consulting responsibilities in the management of enterprises, in non-profit organizations, in the area of brand management, in marketing and sales management, as well as in services enterprises and institutions.

## **§ 2 Admission requirements**

- (1) Admission to the Master Program in Strategic Management requires a thematically relevant bachelor program completed at a university or a university of applied science or other, equivalent studies completed at an acknowledged Austrian or non-Austrian post-secondary educational institution.
- (2) Thematically relevant studies include the Bachelor Program in Management and Economics completed at the University of Innsbruck. Based on the regulations for admission to master programs as defined by the University Act, the Rector's office decides whether other thematically relevant studies completed at an acknowledged Austrian or non-Austrian post-secondary educational institution can be accepted or considered equivalent.
- (3) In cases where only minor requirements are missing for full equivalency, the Rector's office may require applicants to take additional exams during the Master Program to have their degrees acknowledged as equivalent to the requirements stated above.
- (4) Additionally, the following qualitative admission requirements apply according to § 64.5 University Act:

The skill to combine a profound knowledge of strategy, organization, marketing, finance and accounting required for strategic management with knowledge of qualitative and quantitative methods used in the economic sciences. It is assumed that this knowledge has been attained, if a student has positively completed 15 ECTS credits in management accounting and financial accounting, 7.5 ECTS credits in mathematics or statistics and a minimum of 15 ECTS credits in the fields of marketing, retail, management, tourism/services management or public management.

## **§ 3 Workload and duration of the program**

- (1) The Master Program in Strategic Management is the equivalent of 120 credits (ECTS); this corresponds to a program duration of four semesters.
- (2) The Program is organized in courses.

## **§ 4 Program language**

The Master Program in Strategic Management is offered in English.

## **§ 5 Types of course units and number of participants**

- (1) Course units without continuing performance assessment:
  1. Lectures (VO) are held in the form of presentations and provide an introduction to the research topics, methods and theories of a subject area. The number of participants is not restricted.
  2. Work groups (AG) involve the joint consideration of theories, questions, methods and techniques of a subject area in the form of group work. The maximum number of participants is 20.

- (2) Course units with continuing performance assessment are:
1. Seminars (SE) offer the opportunity to focus intensively on scientific work through student presentations and discussions. The maximum number of participants is 30.
  2. A lecture combined with a tutorial (VU) aims at practical consideration of specific subject matter questions covered in the course lecture: The maximum number of participants is 160.

## § 6 Procedure for the admission to course units with a limited number of participants

- (1) In course units that have a maximum number of participants, places are allocated as follows:
1. Preference is given to students whose study time would be prolonged, if they did not obtain a place in the respective course unit.
  2. If Point 1. does not suffice to regulate admission to a course unit, priority is given to students who have chosen it as part of a mandatory course over those who have chosen it as part of an elective course.
  3. If the criteria according to Points 1. and 2. do not suffice to regulate admission to a course unit, a lottery system is used to allocate available course places.
- (2) Notwithstanding Point (1) above, places in the elective course units with a maximum number of participants, as referred to in § 8 (1 and 3), are allocated according to student preferences. If this criterion does not suffice, a lottery system is used to allocate available course places.

## § 7 Overview of mandatory courses

The following mandatory courses amounting to 45 ECTS credits must be completed:

	<b>Mandatory Course</b>	<b>SST</b>	<b>ECTS credits</b>
1	Strategic Management	4	10
2	Strategic Marketing & Branding	4	10
3	Market Research	4	10
4	Organizational Behavior	3	10
5	Research Colloquium for Master Thesis	1	5

## § 8 Overview of elective courses

- (1) Two elective courses from the following list must be completed:

	<b>Elective Course</b>	<b>SST</b>	<b>ECTS credits</b>
1	Innovation Management	4	10
2	Customer Insights	4	10
3	Intercultural Brand Building	4	10
4	Brand-related Behavior	4	10
5	Services Marketing	4	10
6	International Management	4	10
7	Online Marketing	4	10
8	Customer Relationship Management	4	10
9	Sustainability & Natural Resource Management	4	10

- (2) One elective course from the following list must be completed:

	<b>Elective Course</b>	<b>SST</b>	<b>ECTS</b>
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			<b>credits</b>
1	Advanced Research in Strategy	4	10
2	Advanced Research in Branding	4	10
3	Advanced Research in Service Management	4	10
4	Advanced Research in Marketing	4	10

(3) One elective course from the following list must be completed:

	<b>Elective Course</b>	<b>SST</b>	<b>ECTS credits</b>
1	Entrepreneurship	4	10
2	Marketing Performance Management	4	10
3	Brand Monitoring	4	10
4	Retail Brands & Store Branding	4	10
5	Creativity & Change Management	4	10
6	Current Topics in Strategy & Marketing	4	10
7	Management Accounting	4	10
8	Human Resource Management	4	10
9	SAP powered Strategic Enterprise Management	4	10

(4) One or more elective courses from the following list amounting to 10 ECTS credits must be completed:

	<b>Elective Course</b>	<b>SST</b>	<b>ECTS credits</b>
1	One course from the courses referred to in § 8 (3) which has not been completed up to this point.	4	10
2	Special Topics in International Accounting	4	10
3	Interdisciplinary Perspectives on Accounting	4	10
4	Corporate Valuation	2	5
5	Information Economics	2	5
6	Applied Risk Management	2	5
7	Current Topics in Banking and Finance	2	5
8	Financial Regulation	2	5
9	Applied Behavioral Finance	2	5
10	Current Topics of Information Systems, especially Social Aspects of Information Systems	4	10
11	Ethics in Organizations	4	10
12	Gender, Work, and Organization	4	10
13	Art, Culture, and Expert Organizations	4	10
14	HRM and Organization	4	10
15	Organizational Communication and Governance	4	10
16	Current Issues in Theory and Practice of Organizations	4	10
17	Human Relations Management (I): Intercultural Human Resource Development	3	5
18	Human Relations Management (II): Employment-oriented Counseling	3	5
19	Interdisciplinary competences		10

## § 9 Description of mandatory and elective courses

(1) Mandatory courses referred to in § 7:

<b>1</b>	<b>Mandatory Course: Strategic Management</b>	<b>SST</b>	<b>ECTS credits</b>
<b>a</b>	<b>VU Strategic Management</b> Discussion of strategic management concepts employed to develop and implement strategies on the corporate and business unit level	2	5
<b>b</b>	<b>SE Strategic Management</b> In-depth consideration and application of methods, concepts and case studies to formulate and implement strategies	2	5
	<b>Total</b>	<b>4</b>	<b>10</b>
	<b>Learning objectives:</b> Students develop the ability to strategically analyze competences and markets/industries with a view to developing and implementing sustainable strategies for long-term company success.		
	<b>Admission requirements:</b> none		

<b>2</b>	<b>Mandatory Course: Strategic Marketing &amp; Branding</b>	<b>SST</b>	<b>ECTS credits</b>
<b>a</b>	<b>VU Strategic Marketing &amp; Branding</b> Critical discussion and development of strategic marketing and branding concepts, along with strategic decisions in organizations	2	5
<b>b</b>	<b>SE Strategic Marketing &amp; Branding</b> Development of successful marketing and branding strategies	2	5
	<b>Total</b>	<b>4</b>	<b>10</b>
	<b>Learning objectives:</b> Students develop the competence of strategic analysis and decision-making in marketing and branding.		
	<b>Admission requirements:</b> positive completion of the mandatory course referred to in § 7 (1)		

<b>3</b>	<b>Mandatory Course: Market Research</b>	<b>SST</b>	<b>ECTS credits</b>
<b>a</b>	<b>VU Market Research</b> Discussion of empirical research designs in the area of strategic management – from defining the research question to the analysis and interpretation of results	2	5
<b>b</b>	<b>SE Market Research</b> Developing a research design and practically implementing qualitative and quantitative analyses	2	5
	<b>Total</b>	<b>4</b>	<b>10</b>
	<b>Learning objectives:</b> Students develop the competence to develop empirical research designs, to evaluate them critically and to implement them.		
	<b>Admission requirements:</b> positive completion of the mandatory course referred to in § 7 (1)		

<b>4</b>	<b>Mandatory Course: Organizational Behavior</b>	<b>SST</b>	<b>ECTS credits</b>
<b>a</b>	<b>VU Organizational Behavior</b> An introduction to concepts relevant for exerting influence in groups and organizations	2	5
<b>b</b>	<b>SE Organizational Behavior</b> In-depth consideration and application of concepts for exerting influence in groups and organizations	1	5
	<b>Total</b>	<b>3</b>	<b>10</b>
	<b>Learning objectives:</b> Students develop competences required for successful careers based on knowledge of group and organizational dynamics.		
	<b>Admission requirements:</b> positive completion of the mandatory courses referred to in § 7 (2 and 3)		

<b>5</b>	<b>Mandatory Course: Research Colloquium for Master Thesis</b>	<b>SST</b>	<b>ECTS credits</b>
	<b>AG Research Colloquium for Master Thesis</b> The research colloquium offers support to students while they are working on their master theses. The thesis is presented, and special aspects are discussed in detail with a focus on theoretical questions along with research methods.	1	5
	<b>Total</b>	<b>1</b>	<b>5</b>
	<b>Learning objectives:</b> Having completed the research colloquium, students are able to create the concept of a scientific study, to write it, and to present research results in different contexts.		
	<b>Admission requirements:</b> positive completion of the courses referred to in § 7 (1 to 4) as well as the elective courses referred to in § 8		

(2) Elective courses referred to in § 8 (1):

<b>1</b>	<b>Elective Course: Innovation Management</b>	<b>SST</b>	<b>ECTS credits</b>
<b>a</b>	<b>VU Innovation Management</b> Discussion of the role of innovation for sustainable competitive advantages and business growth, along with its relation to competitive strategies	2	5
<b>b</b>	<b>SE Innovation Management</b> In-depth consideration of innovation management concepts, methods and case studies in organizations	2	5
	<b>Total</b>	<b>4</b>	<b>10</b>
	<b>Learning objectives:</b> Students develop the competence to actively design innovation management processes in organizations.		
	<b>Admission requirements:</b> positive completion of the mandatory courses referred to in § 7 (2 and 3)		

<b>2</b>	<b>Elective Course: Customer Insights</b>	<b>SST</b>	<b>ECTS credits</b>
<b>a</b>	<b>VU Customer Insights</b> Discussion of relevant consumer behavior theories and models	2	5
<b>b</b>	<b>SE Customer Insights</b> Detailed consideration of theories and application of models and tools in the field of consumer behavior.	2	5
	<b>Total</b>	<b>4</b>	<b>10</b>
	<b>Learning objectives:</b> Students will acquire the competence to analyze and understand customer behavior and to deduce practical implications.		
	<b>Admission requirements:</b> positive completion of the mandatory courses referred to in § 7 (2 and 3)		

<b>3</b>	<b>Elective Course: Intercultural Brand Building</b>	<b>SST</b>	<b>ECTS credits</b>
<b>a</b>	<b>VU Intercultural Brand Building</b> Discussion of instruments for developing and building brands in multi-cultural contexts	2	5
<b>b</b>	<b>SE Intercultural Brand Building</b> Determining and shaping contact points in a brand-compliant manner; service design, communication, partner selection, relationship management, and exchange management	2	5
	<b>Total</b>	<b>4</b>	<b>10</b>
	<b>Learning objectives:</b> Students develop the competence to apply tools for developing and building brands at contact points in a brand-compliant manner.		
	<b>Admission requirements:</b> positive completion of the mandatory courses referred to in § 7 (2 and 3)		

<b>4</b>	<b>Elective Course: Brand-related Behavior</b>	<b>SST</b>	<b>ECTS credits</b>
<b>a</b>	<b>VU Brand-related Behavior</b> Critical reflection on new research approaches and insights in the area of consumer and stakeholder relationships with brands	2	5
<b>b</b>	<b>SE Brand-related Behavior</b> In-depth discussion, critical comparison and research of brand relationships	2	5
	<b>Total</b>	<b>4</b>	<b>10</b>
	<b>Learning objectives:</b> Students acquire the competence to research and understand the behavior of consumers, brand stakeholders and brand cultures and to apply that knowledge in a brand-compliant way.		
	<b>Admission requirements:</b> positive completion of the mandatory courses referred to in § 7 (2 and 3)		



<b>5</b>	<b>Elective Course: Services Marketing</b>	<b>SST</b>	<b>ECTS credits</b>
<b>a</b>	<b>VU Services Marketing</b> Discussion of fundamental characteristics of services and implications for services marketing	2	5
<b>b</b>	<b>SE Services Marketing</b> Detailed consideration of the design and implementation of service processes by involving customers in the service creation process	2	5
	<b>Total</b>	<b>4</b>	<b>10</b>
	<b>Learning objectives:</b> Students improve their competence in developing and marketing services.		
	<b>Admission requirements:</b> positive completion of the mandatory courses referred to in § 7 (2 and 3)		

<b>6</b>	<b>Elective Course: International Management</b>	<b>SST</b>	<b>ECTS credits</b>
<b>a</b>	<b>VU International Management</b> Discussion of the theoretical foundations of international management and case studies concerning the management of international companies	2	5
<b>b</b>	<b>SE International Management</b> In-depth consideration of selected international management topics.	2	5
	<b>Total</b>	<b>4</b>	<b>10</b>
	<b>Learning objectives:</b> Students acquire the competence to reflect on issues involved in managing internationally operating organizations and to develop suitable solutions.		
	<b>Admission requirements:</b> positive completion of the mandatory courses referred to in § 7 (2 and 3)		

<b>7</b>	<b>Elective Course: Online Marketing</b>	<b>SST</b>	<b>ECTS credits</b>
<b>a</b>	<b>VU Online Marketing</b> Discussion of the theoretical foundations and development of online marketing	2	5
<b>b</b>	<b>SE Online Marketing</b> Detailed consideration of online marketing techniques and tools	2	5
	<b>Total</b>	<b>4</b>	<b>10</b>
	<b>Learning objectives:</b> Students develop the competence to assess opportunities and risks generated by the internet and social media, while at the same time acquiring practical know-how about several online marketing methods and techniques.		
	<b>Admission requirements:</b> positive completion of the mandatory courses referred to in § 7 (2 and 3)		

<b>8</b>	<b>Elective Course: Customer Relationship Management</b>	<b>SST</b>	<b>ECTS credits</b>
<b>a</b>	<b>VU Customer Relationship Management</b> Discussion of the fundamentals of customer relationship management (CRM) and its implications for strategy and marketing management (B2B and B2C)	2	5
<b>b</b>	<b>SE Customer Relationship Management</b> Detailed consideration of the design and implementation of customer relationship management	2	5
	<b>Total</b>	<b>4</b>	<b>10</b>
	<b>Learning objectives:</b> Students acquire the competence to evaluate concepts, strategies, and instruments of customer relationship management and to apply them to marketing management.		
	<b>Admission requirements:</b> positive completion of the mandatory courses referred to in § 7 (2 and 3)		

<b>9</b>	<b>Elective Course: Sustainability &amp; Natural Resource Management</b>	<b>SST</b>	<b>ECTS credits</b>
<b>a</b>	<b>VU Sustainability &amp; Natural Resource Management</b> Discussion of society's economic, social, and environmental challenges along with theoretical concepts of sustainability and natural resource management	2	5
<b>b</b>	<b>SE Sustainability &amp; Natural Resource Management</b> Application of economic analyses to the efficient and sustainable management of environmental resources along with insights into institutional change and the development of sustainable business models, products and laws	2	5
	<b>Total</b>	<b>4</b>	<b>10</b>
	<b>Learning objectives:</b> Students acquire the competence to reflect on current societal issues created by scarce resources and their consequences from a strategic perspective; they learn how to develop alternative models to current management and production systems.		
	<b>Admission requirements:</b> positive completion of the mandatory courses referred to in § 7 (2 and 3)		

(3) Elective courses referred to in § 8 (2):

<b>1</b>	<b>Elective Course: Advanced Research in Strategy</b>	<b>SST</b>	<b>ECTS credits</b>
<b>a</b>	<b>VU Advanced Research in Strategy</b> Discussion of new research approaches and methods in strategic management	2	5
<b>b</b>	<b>SE Advanced Research in Strategy</b> Detailed consideration and application of new research approaches and methods in strategic management	2	5
	<b>Total</b>	<b>4</b>	<b>10</b>
	<b>Learning objectives:</b> Students develop the competence to reflect critically on new research approaches and methods in strategic management and to apply them.		
	<b>Admission requirements:</b> positive completion of the mandatory courses referred to in § 7 (2 and 3)		

<b>2</b>	<b>Elective Course: Advanced Research in Branding</b>	<b>SST</b>	<b>ECTS credits</b>
<b>a</b>	<b>VU Advanced Research in Branding</b> Discussion of new research approaches and methods in branding	2	5
<b>b</b>	<b>SE Advanced Research in Branding</b> Detailed consideration and application of new research approaches and methods in branding	2	5
	<b>Total</b>	<b>4</b>	<b>10</b>
	<b>Learning objectives:</b> Students develop the competence to reflect critically on new research approaches and methods in branding and to apply them.		
	<b>Admission requirements:</b> positive completion of the mandatory courses referred to in § 7 (2 and 3)		

<b>3</b>	<b>Elective Course: Advanced Research in Service Management</b>	<b>SST</b>	<b>ECTS credits</b>
<b>a</b>	<b>VU Advanced Research in Service Management</b> Discussion of new research approaches and methods in service management	2	5
<b>b</b>	<b>SE Advanced Research in Service Management</b> Detailed consideration and application of new research approaches and methods in service management	2	5
	<b>Total</b>	<b>4</b>	<b>10</b>
	<b>Learning objectives:</b> Students develop the competence to reflect critically on new research approaches and methods in service management and to apply them.		
	<b>Admission requirements:</b> positive completion of the mandatory courses referred to in § 7 (2 and 3)		

<b>4</b>	<b>Elective Course: Advanced Research in Marketing</b>	<b>SST</b>	<b>ECTS credits</b>
<b>a</b>	<b>VU Advanced Research in Marketing</b> Discussion of new research approaches and methods in marketing	2	5
<b>b</b>	<b>SE Advanced Research in Marketing</b> Detailed consideration and application of new research approaches and methods in marketing	2	5
	<b>Total</b>	<b>4</b>	<b>10</b>
	<b>Learning objectives:</b> Students develop the competence to reflect critically on new research approaches and methods in marketing and to apply them.		
	<b>Admission requirements:</b> positive completion of the mandatory courses referred to in § 7 (2 and 3)		

(4) Elective courses referred to in § 8 (3):

<b>1</b>	<b>Elective Course: Entrepreneurship</b>	<b>SST</b>	<b>ECTS credits</b>
<b>a</b>	<b>VU Entrepreneurship</b> Discussion of the theoretical foundations of entrepreneurial thinking and activity in different organizational contexts and the specific requirements of setting up and developing start-ups	2	5
<b>b</b>	<b>SE Entrepreneurship</b> In-depth consideration of the methods and concepts used for designing entrepreneurial projects and implementing business plans	2	5
	<b>Total</b>	<b>4</b>	<b>10</b>
	<b>Learning objectives:</b> Students develop the competence to design and implement entrepreneurial ventures.		
	<b>Admission requirements:</b> positive completion of the mandatory courses referred to in § 7 (2 and 3)		

<b>2</b>	<b>Elective Course: Marketing Performance Management</b>	<b>SST</b>	<b>ECTS credits</b>
<b>a</b>	<b>VU Marketing Performance Management</b> Discussion of the theoretical foundations in marketing planning and controlling along with their relevance for company performance	2	5
<b>b</b>	<b>SE Marketing Performance Management</b> Detailed consideration of measuring and applying marketing performance indicators	2	5
	<b>Total</b>	<b>4</b>	<b>10</b>
	<b>Learning objectives:</b> Students develop an understanding of marketing performance indicators with an emphasis on customer equity, brand equity and benchmarking and apply them when planning marketing measures.		
	<b>Admission requirements:</b> positive completion of the mandatory courses referred to in § 7 (2 and 3)		

<b>3</b>	<b>Elective Course: Brand Monitoring</b>	<b>SST</b>	<b>ECTS credits</b>
<b>a</b>	<b>VU Brand Monitoring</b> Discussion of theoretical approaches employed to determine "brand strength", along with methods of measuring its dimensions among different stakeholders	2	5
<b>b</b>	<b>SE Brand Monitoring</b> Detailed consideration of the design of systems employed to monitor brand development and the resulting consequences for influencing branding processes	2	5
	<b>Total</b>	<b>4</b>	<b>10</b>
	<b>Learning objectives:</b> Students develop the competence to design systems for monitoring brand development.		
	<b>Admission requirements:</b> positive completion of the mandatory courses referred to in § 7 (2 and 3)		

<b>4</b>	<b>Elective Course: Retail Brands &amp; Store Branding</b>	<b>SST</b>	<b>ECTS credits</b>
<b>a</b>	<b>VU Retail Brands &amp; Store Branding</b> Discussion of approaches and instruments used in the development of retail and store brands	2	5
<b>b</b>	<b>SE Retail Brands &amp; Store Branding</b> Consistent application and design of contact point experiences – internal and external processes	2	5
	<b>Total</b>	<b>4</b>	<b>10</b>
	<b>Learning objectives:</b> Students learn how retail organizations can develop their brand identity and employ it in a multi-sensory and effective way at contact points with customers and other system partners.		
	<b>Admission requirements:</b> positive completion of the mandatory courses referred to in § 7 (2 and 3)		

<b>5</b>	<b>Elective Course: Creativity &amp; Change Management</b>	<b>SST</b>	<b>ECTS credits</b>
<b>a</b>	<b>VU Creativity &amp; Change Management</b> Discussion of the theoretical foundations of encouraging, managing and maintaining creativity and change in organizations	2	5
<b>b</b>	<b>SE Creativity &amp; Change Management</b> In-depth consideration of methods and concepts used for designing creative processes and implementing change in organizations	2	5
	<b>Total</b>	<b>4</b>	<b>10</b>
	<b>Learning objectives:</b> Students develop the competence to design and foster creative processes and to trigger and implement change in a sustainable manner.		
	<b>Admission requirements:</b> positive completion of the mandatory courses referred to in § 7 (2 and 3)		

<b>6</b>	<b>Elective Course: Current Topics in Strategy &amp; Marketing</b>	<b>SST</b>	<b>ECTS credits</b>
<b>a</b>	<b>VU Current Topics in Strategy &amp; Marketing</b> Discussion of current topics, concepts, techniques and methods in strategy and marketing	2	5
<b>b</b>	<b>SE Current Topics in Strategy &amp; Marketing</b> In-depth consideration and application of current topics, concepts, techniques and methods in strategy and marketing	2	5
	<b>Total</b>	<b>4</b>	<b>10</b>
	<b>Learning objectives:</b> Students acquire the competence to critically reflect on and apply new concepts, techniques and methods in strategy and marketing.		
	<b>Admission requirements:</b> positive completion of the mandatory courses referred to in § 7 (2 and 3)		

<b>7</b>	<b>Elective Course: Management Accounting</b>	<b>SST</b>	<b>ECTS credits</b>
<b>a</b>	<b>VO Management Accounting</b> Overview of central management accounting concepts and instruments	2	5
<b>b</b>	<b>SE Management Accounting</b> Detailed consideration of selected management accounting concepts and instruments	2	5
	<b>Total</b>	<b>4</b>	<b>10</b>
	<b>Learning objectives:</b> Students understand central management accounting concepts and instruments.		
	<b>Admission requirements:</b> positive completion of the mandatory courses referred to in § 7 (2 and 3)		

<b>8</b>	<b>Elective Course: Human Resource Management</b>	<b>SST</b>	<b>ECTS credits</b>
<b>a</b>	<b>VU Human Resource Management</b> Introduction to current HR approaches with the aim to diagnose problems that arise when managing a workforce and to develop strategies for addressing them	2	5
<b>b</b>	<b>SE Human Resource Management</b> In-depth consideration of the consequences of current HR management concepts and practices from management-oriented and critical perspectives	2	5
	<b>Total</b>	<b>4</b>	<b>10</b>
	<b>Learning objectives:</b> Students develop the competence to analyze the consequences of current HR approaches and practices for organizations and their workforce from alternative theoretical perspectives.		
	<b>Admission requirements:</b> positive completion of the mandatory courses referred to in § 7 (2 and 3)		

<b>9</b>	<b>Elective Course: SAP powered Strategic Enterprise Management</b>	<b>SST</b>	<b>ECTS credits</b>
<b>a</b>	<b>VU SAP powered Strategic Enterprise Management</b> An introduction to the principles of Enterprise Resource Planning Systems (ERPS) und Business Intelligence Systems (BIS)	2	5
<b>b</b>	<b>SE SAP powered Strategic Enterprise Management</b> Work with SAP business software	2	5
	<b>Total</b>	<b>4</b>	<b>10</b>
	<b>Learning objectives:</b> Students learn how to work with SAP software.		
	<b>Admission requirements:</b> positive completion of the mandatory courses referred to in § 7 (2 and 3)		

(5) Elective courses referred to in § 8 (4.2 to 4.18):

1. The following elective courses can be chosen from the Master Program in Accounting, Auditing and Taxation (University of Innsbruck Bulletin of 4 May 2007, Issue 51, No. 225, in its applicable version):

- a) Special Topics in International Accounting
- b) Interdisciplinary Perspectives on Accounting

**Admission requirements for the course units:** positive completion of the mandatory courses referred to in § 7 (2 and 3).

2. The following elective courses can be chosen from the Master Program in Banking and Finance (University of Innsbruck Bulletin of 4 May 2007, Issue 53, No. 227, in its applicable version):

- a) Corporate Valuation
- b) Information Economics
- c) Applied Risk Management
- d) Current Topics in Banking and Finance
- e) Financial Regulation
- f) Applied Behavioral Finance

**Admission requirements for the course units:** positive completion of the mandatory courses referred to in § 7 (2 and 3).

3. The following elective course can be chosen from the Master Program in Information Systems (University of Innsbruck Bulletin of 19 February 2008, Issue 22, No. 189, in its applicable version):

Current Topics of Information Systems, especially Social Aspects of Information Systems

**Admission requirements for the course units:** positive completion of the mandatory courses referred to in § 7 (2 and 3).

4. The following elective courses can be chosen from the Master Program in Organization Studies (University of Innsbruck Bulletin of 19 April 2007, Issue 24, No. 187, in its applicable version):

- a) Ethics in Organizations
- b) Gender, Work, and Organization
- c) Art, Culture, and Expert Organizations
- d) HRM and Organization
- e) Organizational Communication and Governance
- f) Current Issues in Theory and Practice of Organizations

**Admission requirements for the course units:** positive completion of the mandatory courses referred to in § 7 (2 and 3).

5. The following elective courses can be chosen from the Master Program in Business Education (University of Innsbruck Bulletin of 10 March 2007, Issue 15, No. 143, in its applicable version):

- a) Human Relations Management (I): Intercultural Human Resource Development
- b) Human Relations Management (II): Employment-oriented Counseling

**Admission requirements for the course units:** positive completion of the mandatory courses referred to in § 7 (2 and 3).

(6) Elective course referred to in § 8 (4.19):

	<b>Elective Course: Interdisciplinary Competences</b>	<b>SST</b>	<b>ECTS credits</b>
	Course units with a maximum number of 10 ECTS credits can be chosen freely from all curricula of master programs offered at the University of Innsbruck, provided that space in these courses is available.		10
	<b>Total</b>		<b>10</b>
	<b>Learning objectives of the course:</b> This course is designed for students to broaden their field of study and to acquire additional qualifications.		
	<b>Admission requirements:</b> As defined in the respective curricula.		

## § 10 Master Thesis

- (1) The topic of the master thesis in the Master Program in Strategic Management must be directly related to one or more of the mandatory courses referred to in § 7 (1 to 4) or the elective courses referred to in § 8 (1 to 3).
- (2) The master thesis is a scientific piece of work.
- (3) When creating the master thesis, students must demonstrate that they are able to apply the theoretical and methodical instruments of the subject area to a particular research question and to reflect on them independently and in a limited period of time.
- (4) Students have the right to propose the topic of the master thesis or to choose it from a number of proposals.
- (5) The master thesis is equivalent to a work load of 25 ECTS credits.
- (6) The topic and the supervisor of the master thesis may only be submitted on positive completion of all mandatory and elective courses with the exception of the mandatory course referred to in § 7 (5).
- (7) The completed master thesis must be submitted to the Dean of Studies in printed form and in an electronic form defined by the Dean of Studies.
- (8) It is permissible for several students to work jointly on one single master thesis topic, on the condition that each individual student's contribution is identified distinctly and can be assessed separately.



## **§ 11 Examination regulations**

- (1) Course performance is evaluated by one the following methods:
  1. In courses consisting of a lecture and a course unit with continuing performance assessment, the final grade comprises the grade of the course unit with continuing performance assessment and the grade of an overall exam that covers the course content of both course units. Admission to the overall exam requires a positive grade in the course unit with continuing performance assessment.
  2. In courses consisting exclusively of course units with continuing performance assessment, the final grade is determined by the grades of these course units.
  3. The final grade of a course consisting exclusively of a course unit without continuing performance assessment is determined by means of an exam in the course unit.
- (2) The examination method (written / oral / exam paper/s) for course units with continuing performance assessment is determined by the instructor of the course unit at the beginning of the course unit.
- (3) The examination method (written / oral / exam paper/s) for course units with a single exam at the end of the course unit is determined by the instructor of the course unit at the beginning of the course unit.
- (4) The overall exam of the elective course referred to in § 8 (3.7) is a single oral exam (maximum length: 90 minutes).
- (5) Performance evaluation in elective courses from other master programs referred to in § 8 (4.2 to 4.19) is regulated by the curricula of the respective programs.

## **§ 12 Academic Degree**

Graduates of the Master Program in Strategic Management are awarded the academic degree of "Master of Science", or "MSc", in brief.

## **§ 13 Implementation**

- (1) This curriculum comes into force on 1 October 2007.
- (2) Changes of the curriculum according to the University of Innsbruck Bulletin of 2 June 2014, Issue 23, No. 394 come into force on 1 October 2014 and apply to all students.

## **§ 14 Interim regulations**

- (1) Elective courses completed positively according to the curriculum as published in the University of Innsbruck Bulletin of 19 April 2007, Issue 25, No. 188, are accredited as elective courses of the curriculum published in the University of Innsbruck Bulletin of 2 June 2014, Issue 23, No. 394.
- (2) A list of equivalent courses will be published separately.

## Equivalence list –Master’s Programme Strategic Management

Notice according to § 35 Para 1 of the „Regulations of Study Law“, republished in the University of Innsbruck Bulletin in the version of 3 February 2006, Issue 16, No 90:

- (1) Positively assessed exams, taken as part of the **Master’s Programme Strategic Management** at the University of Innsbruck (curriculum published in the version of the University of Innsbruck Bulletin from 19 April 2007, Issue 25, No 188) will be recognised as equal towards the exams of the curriculum published in the version of the University of Innsbruck Bulletin from 2 June 2014, Issue 23, No 394 as follows:

Curriculum published in the version of the University of Innsbruck Bulletin from 19 April 2007, Issue 25, No 188		Curriculum published in the version of the University of Innsbruck Bulletin from 2 June 2014, Issue 23, No 394	
For already successfully completed compulsory modules or individual successfully completed course examinations, the following applies:			
§ 7 (1) or §9(1)	CM* Strategic Management Research (4 h/10 ECTS-Credits) or: • VU Empirical Design and Methods of Management Research (2 h/5 ECTS-Credits) • SE Application-Oriented Management Research (2 h/5 ECTS-Credits)	§ 7 No 3 or §9(1)3	CM* Market Research (4 h/10 ECTS-Credits) or: • VU Market Research (2 h/5 ECTS-Credits) • SE Market Research (2 h/5 ECTS-Credits)
§ 7 (2) No 1 or §9(2)1	CM*Strategy and Leadership (4 h/10 ECTS-Credits) or: • VU Strategy and Leadership (2 h/5 ECTS-Credits) • SE Strategy and Leadership (2 h/5 ECTS-Credits)	§ 7 No 1 or §9(1)1	CM*Strategic Management (4 h/10 ECTS-Credits) or: • VU Strategic Management (2 h/5 ECTS-Credits) • SE Strategic Management (2 h/5 ECTS-Credits)
§ 7 (2) No 2 or §9(2)2	CM*Strategic Branding (4 h/10 ECTS-Credits) or: • VU Brand Management and Strategic Positioning (2 h/5 ECTS-Credits) • SE Multi-Cultural Brand Strategies (2 h/5 ECTS-Credits)	§ 7 No 2 or §9(1)2	CM* Strategic Marketing and Branding (4 h/10 ECTS-Credits) or: • VU Strategic Marketing and Branding (2 h/5 ECTS-Credits) • SE Strategic Marketing and Branding (2 h/5 ECTS-Credits)
§ 7 (2) No 3 or §9(2)3	CM*Innovation and Entrepreneurship (4 h/10 ECTS-Credits) or: • VU Entrepreneurship, Innovation and New Ventures (2 h/5 ECTS-Credits) • SE Entrepreneurial Processes (2 h/5 ECTS-Credits)	§ 7 No 4 or §9(1)4	CM* Organizational Behaviour (3 h/10 ECTS-Credits) or: • VU Organizational Behaviour (2 h/5 ECTS-Credits) • SE Organizational Behaviour (1 h/5 ECTS-Credits)
Already successfully completed elective modules		remain valid	
Individual successfully completed course examinations of elective modules		§9(6)	Elective module Interdisciplinary Skills in the corresponding amount

- (2) Individual cases, where this regulation does not apply, will be decided in order that no disadvantage shall arise for the student due to the modification.

\*Compulsory module