On the basis of § 25 paragraph 1 no. 10 University Act 2002, BGBl. I (Federal Law Gazette) No. 120, most recently amended by Federal Law BGBl. I (Federal Law Gazette) No. 74/2006 and § 32 Section "Regulations of Study Law", republished in the University of Innsbruck Bulletin of 3 February 2006, Issue 16, No. 90, most recently amended by the University of Innsbruck Bulletin of 4 December 2006, Issue 7, No. 36, the following is decreed:

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 well-founded, 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 with the main areas of innovation and knowledge, branding and tourism. 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 general social skills.

(4) The objective of the Master Program is to develop advanced analytical and problem-solving competences valuable in science and practice, which are well-grounded in science and supported by theories and methods. This competence should enable students
  – to elaborate research questions independently, to reflect on scientific knowledge and apply it to novel, especially research-relevant contexts, as well as to pursue PhD programs;
  – to cope with 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 dimensions when applying their knowledge.

(5) In particular, the Master Program in Strategic Management prepares students for
  – scientific careers 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 tourism 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.

§ 3 Duration of the program

(1) The Master Program in Strategic Management equals 120 ECTS credits; this corresponds to a program duration of four semesters.

(2) The Program is organized in courses.

(3) Students choose one of the following fields of specialization (majors): "Multi-Cultural Branding", "Strategy and Innovation" and "Leisure and Tourism Management". At the latest, they must choose their major after the successful completion of the mandatory module "Strategy and Leadership" referred to in § 7 (2) and they must inform the Dean of Studies of their choice in writing.

§ 4 Courses

(1) Each course constitutes a thematic unit and normally comprises four semester hours ("SST") or ten ECTS credits.

(2) All courses consist of two course units; at least one of them is a course unit with continuing performance assessment, with the following exceptions:

1. the mandatory course referred to in § 7 (3);
2. the courses referred to in § 8 (4-3 to 4-5), § 8 (5-3 to 5-5), § 8 (6-3 to 6-5) are organized by other master programs and must be completed according to the respective curricula.

(3) The curriculum comprises mandatory and elective courses.

§ 5 Types of course units and number of participants

(1) Lectures (VO) are scientific presentations that provide an introduction to a subject matter or cover, discuss and explain research topics, questions, and methods and introduce new research findings.

(2) Course units with continuing performance assessment are:

1 Proseminars (PS): Proseminars cover the fundamentals of scientific methods, give an introduction to the literature and state of the art in the field, and focus on selected issues from the field. The maximum number of participants is 40.

2 Seminars (SE): Seminars focus on detailed scientific discussions. Participants are expected to make oral and/or written contributions. The maximum number of participants is 30.

3 Tutorials (UE): In tutorials, students acquire application-oriented competences and work on practical cases. The maximum number of participants is 20.

4 Lecture combined with a tutorial (VU): A lecture with a tutorial is the combination of a lecture part and the corresponding tutorial part. The maximum number of participants is 160.

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

In course units that have a maximum number of participants and admission requirements, places are allocated based on the students' performance in those courses which have been classified as preconditions for admission.

§ 7 Titles, work load, and topics of mandatory courses including ECTS credits

(1) The following course, giving an introduction to research methods, must be completed:

	Mandatory Course	SSt	ECTS credits
	Strategic Management Research	4	10

(2) The following mandatory modules have to be completed:

	Mandatory Course	SSt	ECTS credits
1	Strategy and Leadership	4	10
2	Strategic Branding	4	10
3	Innovation and Entrepreneurship	4	10

(3) The mandatory course "Master Thesis Defense" must be completed:

	Mandatory Course		ECTS credits
	Master Thesis Defense		2.5

§ 8   Titles, work load, and topics of elective courses including ECTS credits

(1)   Students with the major "Multi-Cultural Branding" must complete four of the following elective courses:

	Elective Course	SSt	ECTS credits
1	Intercultural Brand Building	4	10
2	Brand-Related Behavior	4	10
3	Store Branding	4	10
4	Multi-Cultural Brand Research	4	10
5	Online Branding	4	10
6	Brand Monitoring	4	10

(2)   Students with the major "Strategy and Change" must complete four of the following elective courses:

	Elective Course	SSt	ECTS credits
1	Managing Knowledge and Innovation	4	10
2	Entrepreneurship	4	10
3	Global Strategic Management	4	10
4	Strategic Change Management Research	4	10
5	Strategic Management for NPOs	4	10
6	Creativity, Innovation and Change	4	10

(3)   Students with the major "Leisure and Tourism Management" must complete four of the following elective courses:

	Elective Course	SSt	ECTS credits
1	Tourism and Leisure Industry	4	10
2	Consumer Behavior in Leisure and Tourism	4	10
3	Tourism Planning and Development	4	10
4	Research in Service, Leisure and Tourism	4	10
5	Sustainable Tourism Development	4	10

(4)   Students with the major "Multi-Cultural Branding" must complete one additional elective course from the following:

	Elective Course	SSt	ECTS credits
1	One of the elective courses referred to in § 8 (2)	4	10
2	One of the elective courses referred to in § 8 (3)	4	10
3	Financial Analysis	4	10
4	Gender, Work and Organization	4	10
5	Corporate Communication and Governance	4	10

(5)   Students with the major "Strategy and Change" must complete one additional elective course from the following:

	Elective Course	SSt	ECTS credits
1	One of the elective courses referred to in § 8 (1)	4	10
2	One of the elective courses referred to in § 8 (3)	4	10
3	Financial Analysis	4	10
4	Gender, Work and Organization	4	10
5	Corporate Communication and Governance	4	10

(6) Students with the major "Leisure and Tourism Management" must complete one additional elective course from the following:

	Elective Course	SSt	ECTS credits
1	One of the elective courses referred to in § 8 (1)	4	10
2	One of the elective courses referred to in § 8 (2)	4	10
3	Financial Analysis	4	10
4	Gender, Work and Organization	4	10
5	Corporate Communication and Governance	4	10

§ 9 Titles, work load, and short description of the course units of mandatory and elective courses including ECTS credits

(1) Mandatory course referred to in § 7 (1):

	Mandatory Course	Strategic Management Research	Course unit	SSt	ECTS credits
a	**VU Empirical Design and Methods of Management Research** Discussion of empirical research designs in the area of strategic management – from defining the research question to the analysis and interpretation of results		VU	2	5
b	**SE Application-oriented Management Research** Elaborating a research design and conducting qualitative and quantitative analyses		SE	2	5
				4	10
	Learning objectives: Students develop the competence to elaborate empirical research designs, to evaluate them critically and to implement them.				
	Admission requirements: positive completion of the mandatory courses referred to in § 7 (2-1), (2-2) and (2-3): i.e. "Strategy and Leadership", "Strategic Branding" as well as "Innovation and Entrepreneurship"				

(2) Mandatory course referred to in § 7 (2):

1	**Mandatory Course**	**Strategy and Leadership**	Course unit	SSt	ECTS credits
a	**VU Strategy and Leadership** Discussion of the relationships between strategy and leadership from a resource-based and market-oriented perspective		VU	2	5
b	**SE Strategy and Leadership** In-depth consideration of methods, concepts and case studies linking strategy and leadership		SE	2	5
				4	10
	Learning objectives: Students develop the competence to reflect on the relationship between strategy and leadership from different perspectives.				
	Admission requirements: none				

2	**Mandatory Course**	**Strategic Branding**	Course unit	SSt	ECTS credits
a	**VU Branding and Strategic Positioning** Discussion of different brand concepts, their theoretical foundations and their impact on branding		VU	2	5
b	**SE Multi-cultural Brand Strategies** Analysis, development and design of multi-cultural brand strategies		SE	2	5
				4	10
	Learning objectives: Students develop the competence to evaluate different approaches to the "brand" phenomenon and draw conclusions for branding processes.				
	Admission requirements: positive completion of the mandatory course referred to in § 7 (2-1), i.e. "Strategy and Leadership"				

3	**Mandatory Course**	**Innovation und Entrepreneurship**	Course unit	SSt	ECTS credits
a	**VU Entrepreneurship, Innovation and New Ventures** Discussion of the theoretical basis of entrepreneurship, innovation and new ventures.		VU	2	5
b	**SE Entrepreneurial Processes** In-depth consideration of the design of entrepreneurial processes and case studies concerned with managing knowledge, innovation and new ventures		SE	2	5
				4	10
	Learning objectives: Students develop the competence to understand the interrelationship of entrepreneurial processes in terms of knowledge management, innovation and new ventures.				
	Admission requirements: positive completion of the mandatory course referred to in § 7 (2-1), i.e. "Strategy and Leadership"				

(3)   Mandatory course referred to in § 7 (3):

Mandatory Course	Master Thesis Defense			ECTS credits
Oral defense of the master thesis				2.5
Learning objectives: Reflection on the master thesis in the context of the Master Program in Strategic Management.				
Admission requirements: Positive evaluation of the master thesis				

(4)   Elective courses of the major "Multi-Cultural Branding" referred to in § 8 (1):

1	Elective Course	Intercultural Brand Building	Course unit	SSt	ECTS credits
a	**VU Instruments of Intercultural Brand Building** Discussion of instruments for building brands in multi-cultural contexts		VU	2	5
b	**SE Contact Point Management** Determining and shaping contact points in a brand-adequate way; exchange, relationship and quality management in diverse cultures		SE	2	5
				4	10
	Learning objectives: Students develop the competence to apply tools for building and developing brands at contact points in a brand-compliant way.				
	Admission requirements: positive completion of the mandatory courses referred to in § 7 (2-1), (2-2) and (2-3), i.e. "Strategy and Leadership", "Strategic Branding" as well as "Innovation and Entrepreneurship"				

2	Elective Course	Brand-Related Behavior	Course unit	SSt	ECTS credits
a	**VU Stakeholder Brand Relationships** Discussion of different research traditions and theories relevant for multi-cultural brand research		VU	2	5
b	**SE Consumer Brand Relationships** In-depth work on research in consumer and stakeholder brand relationships		SE	2	5
				4	10
	Learning objectives: Students develop the competence to understand research of the "brand" phenomenon in the light of the pertinent research traditions**.**				
	Admission requirements: positive completion of the mandatory courses referred to in § 7 (2-1), (2-2) and (2-3), i.e. "Strategy and Leadership", "Strategic Branding" as well as "Innovation and Entrepreneurship"				

3	Mandatory Course	Store Branding	Course unit	SSt	ECTS credits
a	**VU Brand Architectures of Store Brands** Discussion of the strategic foundations and instruments used in the development and maintenance of company and store brands		VU	2	5
b	**SE Design of Contact Points with Store Brands** In-depth consideration of instruments used for influencing brand processes externally and internally		SE	2	5
				4	10

	Learning objectives: Students develop the competence to implement and maintain the instruments of store branding in a targeted manner.				
	Admission requirements: positive completion of the mandatory courses referred to in § 7 (2-1), (2-2) and (2-3), i.e. "Strategy and Leadership", "Strategic Branding" as well as "Innovation and Entrepreneurship"				

			Course unit	SSt	ECTS credits
4	**Elective Course**	**Multi-Cultural Brand Research**	Course unit	SSt	ECTS credits
a	**VU Methods and Techniques of Brand Research** Discussion of different approaches, methods and techniques of brand research		VU	2	5
b	**SE Multi-Cultural Brand Research** Discussion of and work on possible research designs by means of concrete questions of multi-cultural brand research		SE	2	5
				4	10
	Learning objectives: Students develop the competence to use research designs concerned with issues in multi-cultural brand research.				
	Admission requirements: positive completion of the mandatory courses referred to in § 7 (1) and § 7 (2), the elective course referred to in § 8 (1-1), i.e. "Intercultural Brand Building", as well as one of the elective courses referred to in § 8 (1-2) and § 8 (1-3), i.e. "Brand-Related Behavior" and "Store Branding"				

			Course unit	SSt	ECTS credits
5	**Elective Course**	**Online Branding**	Course unit	SSt	ECTS credits
a	**VU Online Branding** Fundamentals of branding processes and implementation on the internet		VU	2	5
b	**SE Online Brand Communities** In-depth work on the development of online brand communities and their impact on business and innovation		SE	2	5
				4	10
	Learning objectives: Students acquire the competence to understand the origin and development of internet brand processes and to employ suitable instruments for business purposes.				
	Admission requirements: positive completion of the mandatory courses referred to in § 7 (1) and § 7 (2), the elective course referred to in § 8 (1-1), i.e. "Intercultural Brand Building", as well as one of the elective courses referred to in § 8 (1-2) and § 8 (1-3), i.e. "Brand-Related Behavior" and "Store Branding"				

6	**Elective Course**	**Brand Monitoring**	Course unit	SSt	ECTS credits
a	**VU Brand Strength** Discussion of theoretical approaches employed to determine "brand strength" and of instruments used to measure its dimensions for different interest groups	VU	2	5
b	**SE Brand Monitoring Systems** In-depth work on designing systems for monitoring brand equity and interpreting results to impact branding processes	SE	2	5
				4	10
	Learning objectives: Students develop the competence to design systems for monitoring brand equity.				
	Admission requirements: positive completion of the mandatory courses referred to in § 7 (1) and § 7 (2), the elective course referred to in § 8 (1-1), i.e. "Intercultural Brand Building" as well as one of the elective courses referred to in § 8 (1-2) and § 8 (1-3), i.e. "Brand-Related Behavior" and "Store Branding"				

(5)　　　Elective courses of the major "Strategy and Change" referred to in § 8 (2):

1	**Elective Course**	**Managing Knowledge and Innovation**	Course unit	SSt	ECTS credits
a	**VU Knowledge and Innovation in Enterprises** Discussion of knowledge and innovation as critical resources for attaining sustainable competitive advantages	VU	2	5
b	**SE Change-Management** In-depth consideration of concepts, methods and case studies used in implementing knowledge and innovation management in organizations	SE	2	5
				4	10
	Learning objectives: Students develop the competence to actively design knowledge and innovation management processes in organizations.				
	Admission requirements: positive completion of the mandatory courses referred to in § 7 (2-1), (2-2) and (2-3), i.e. "Strategy and Leadership", "Strategic Branding" as well as "Innovation and Entrepreneurship"				

2	**Elective Course**	**Entrepreneurship**	Course unit	SSt	ECTS credits
a	**VU Entrepreneurship** 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	VU	2	5

b	**SE Enterprise Foundations and Business Plans** In-depth consideration of the methods and concepts used in designing entrepreneurial projects and in implementing business plans	SE	2	5
			4	10

	Learning objectives: Students develop the competence to design and implement entrepreneurial ventures.

	Admission requirements: positive completion of the mandatory courses referred to in § 7 (2-1), (2-2) and (2-3), i.e. "Strategy and Leadership", "Strategic Branding" as well as "Innovation and Entrepreneurship"

3	**Elective Course**	**Global Strategic Management**	Course unit	SSt	ECTS credits
a	**VU Global Strategic Management** Discussion of the theoretical foundations of global strategic management and case studies concerning its effective design	VU	2	5
b	**SE Issues of Global Strategic Management** In-depth consideration of selected questions of global strategic management	SE	2	5
				4	10

	Learning objectives: Students develop the competence to reflect on issues involved in managing globally operating organizations and to elaborate suitable solutions.

	Admission requirements: positive completion of the mandatory courses referred to in § 7 (2-1), (2-2) and (2-3), i.e. "Strategy and Leadership", "Strategic Branding" as well as "Innovation and Entrepreneurship"

4	**Elective Course**	**Strategy and Change Management Research**	Course unit	SSt	ECTS credits
a	**VU Research on Strategy and Change** Discussion of possible approaches, methods and techniques used in researching strategy development and change management	VU	2	5
b	**SE Methods of Strategy and Change Management Research** Discussion and compilation of possible research designs using concrete issues from strategy and change management research	SE	2	5
				4	10

	Learning objectives: Students develop the competence to elaborate and implement research designs for strategy development and change management.

	Admission requirements: positive completion of the mandatory courses referred to in § 7 (1) and § 7 (2), of the elective course referred to in § 8 (2-1), i.e. "Managing Knowledge and Innovation", as well as one of the elective courses referred to in § 8 (2-2) and § 8 (2-3), i.e. "Entrepreneurship" and "Global Strategic Management"

5	Elective Course	Strategic Management of Non-Profit Organizations	Course unit	SSt	ECTS credits
a	**VU Managing Non-Profit Organizations** Discussion of the special characteristics of managing non-profit organizations along with related case studies	VU	2	5
b	**SE Strategic Management of Public Enterprises & Non-Profit Organizations** Intensive work on specific issues involved in the strategic management of public enterprises and non-profit organizations	SE	2	5
				4	10

Learning objectives: Students develop the competence to understand specific issues involved in the strategic management of non-profit organizations and elaborate suitable solutions.

Admission requirements: positive completion of the mandatory courses referred to in § 7 (1) and § 7 (2), of the elective course referred to in § 8 (2-1), i.e. "Managing Knowledge and Innovation", as well as one of the elective courses referred to in § 8 (2-2) and § 8 (2-3), i.e. "Entrepreneurship" and "Global Strategic Management"

6	Elective Course	Creativity, Innovation and Change	Course unit	SSt	ECTS credits
a	**VU Innovation Processes** Discussion of the theoretical foundations of designing, managing and maintaining innovation processes in enterprises and enterprise networks	VU	2	5
b	**SE Design of Creative Processes** In-depth consideration of methods and concepts used for designing creative processes in innovation networks that transcend organizational boundaries	SE	2	5
				4	10

Learning objectives: Students develop the competence to design innovation processes in enterprises and enterprise networks.

Admission requirements: positive completion of the mandatory courses referred to in § 7 (1) and § 7 (2), of the elective course referred to in § 8 (2-1), i.e. "Managing Knowledge and Innovation", as well as one of the elective courses referred to in § 8 (2-2) and § 8 (2-3), i.e. "Entrepreneurship" and "Global Strategic Management"

(6) Elective courses of the major "Leisure and Tourism Management" referred to in § 8 (3):

1	Elective Course	Tourism and Leisure Industry	Course unit	SSt	ECTS credits
a	**VU Tourism** Discussion of the theoretical foundations of the tourism and leisure industry and the international and national significance of tourism	VU	2	5

b	**SE Tourism and Leisure Industry** In-depth discussion of different approaches in the tourism and leisure industry, the development of tourism and leisure markets, tourism products and organizations along with the value chain in tourism	SE	2	5
			4	10

Learning objectives: Students develop the competence to reflect critically on the fundamentals of the tourism and leisure industry.

Admission requirements: positive completion of the mandatory courses referred to in § 7 (2-1), (2-2) and (2-3), i.e. "Strategy and Leadership", "Strategic Branding" as well as "Innovation and Entrepreneurship"

2	**Elective Course**	**Consumer Behavior in Leisure and Tourism**	Course unit	SSt	ECTS credits
a	**VU Leisure Behavior and Tourism** Discussion of theoretical approaches and models used to explain leisure behavior and demand in tourism	VU	2	5
b	**SE Consumer Behavior in Tourism** Intensive consideration of research results regarding global structures of tourism demand and consumer behavior in the leisure and tourism industry	SE	2	5
				4	10

Learning objectives: Students develop the competence to understand the leisure behavior of consumers on the basis of theoretical approaches and research results.

Admission requirements: positive completion of the mandatory courses referred to in § 7 (2-1), (2-2) and (2-3), i.e. "Strategy and Leadership", "Strategic Branding" as well as "Innovation and Entrepreneurship"

3	**Elective Course**	**Tourism Planning and Development**	Course unit	SSt	ECTS credits
a	**VU Planning and Development Processes in Tourisms** Discussion of the theoretical basis of planning and development processes in tourism-specific contexts	VU	2	5
b	**SE Tourism Planning and Development** In-depth consideration of different aspects of strategic planning and development processes in tourism (e.g. stakeholder interests, financing models, destination development, sustainability)	SE	2	5
				4	10

Learning objectives: Students develop the competence to analyze and influence planning and development processes in tourism.

Admission requirements: positive completion of the mandatory courses referred to in § 7 (2-1), (2-2) and (2-3), i.e. "Strategy and Leadership", "Strategic Branding" as well as "Innovation and Entrepreneurship"

4	**Elective Course**	**Research in Service, Leisure and Tourism**	Course unit	SSt	ECTS credits
a	**VU Research Methods and Techniques in the Leisure, Service and Tourism Industry** Discussion of different approaches, methods and techniques used in research in the leisure, service and tourism industry	VU	2	5
b	**SE Research Designs for the Leisure, Service and Tourism Industry** Discussion and elaboration of possible research designs through work on concrete questions from the leisure, service and tourism industry	SE	2	5
				4	10
	Learning objectives: Students develop the competence to design and implement research designs for questions in leisure, service and tourism research.				
	Admission requirements: positive completion of the mandatory courses referred to in § 7 (1) and § 7 (2), of the elective course referred to in § 8 (3-1), i.e. "Tourism and Leisure Industry", and of one of the elective courses referred to in § 8 (3-2) and § 8 (3-3), i.e. "Consumer Behavior in Leisure and Tourism" and "Tourism Planning and Development"				

5	**Elective Course**	**Sustainable Tourism Development**	Course unit	SSt	ECTS credits
a	**VU Tourism and Sustainable Development** Discussion of the influence tourism developments have on regions and organizations along with theoretical principles and case studies concerning sustainability in tourism	VU	2	5
b	**SE Sustainable Development of Tourism Services** Intensive consideration of specific issues related to sustainability in tourism (external and internal effects, regional developments)	SE	2	5
				4	10
	Learning objectives: Students develop the competence to reflect critically on the influence of tourism developments on regions and organizations from the perspective of sustainability.				
	Admission requirements: positive completion of the mandatory courses referred to in § 7 (1) and (2), of the elective course referred to in § 8 (3-1), i.e. "Tourism and Leisure Industry", and of one of the elective courses referred to in § 8 3-2 and 3-3, i.e. "Consumer Behavior in Leisure and Tourism" and "Tourism Planning and Development"				

(7)   Elective courses referred to in § 8 (4), § 8 (5) and § 8 (6):

1	**Elective Course**	**Financial Analysis**	Course unit	SSt	ECTS credits
a	**VO Financial Analysis** The lecture covers the financial analysis of enterprises on the basis of consolidated financial statements as defined by the IFRS.	VO	2	6

b	**PS Financial Analysis** In the proseminar, basic questions arising from the lecture are covered in detail through exercises, case studies and a proseminar paper.	PS	2	4
			4	10

Learning objectives: understanding, reflecting on and applying modern concepts and instruments related to the financial analysis of enterprises on the basis of data defined by the International Financial Reporting Standards (IFRS)

Admission requirements: positive completion of the mandatory courses referred to in § 7 (1) and (2), of the elective course referred to in § 8 (1-1), i.e. "Intercultural Brand Building" or of the elective course referred to in § 8 (2-1), i.e. "Managing Knowledge and Innovation" or of the elective course referred to in § 8 (3-1), i.e. "Tourism and Leisure Industry" and of one more course from the elective courses referred to in § 8 (1), (2) or (3)

2	**Elective Course**	**Gender, Work and Organization**	Course unit	SSt	ECTS credits
a.	**VO Gender, Work, and Organization** Theoretical concepts of gender and organization, gender-specific organizational (sub-)structures, cultures and relationships, indirect and direct discrimination	VO	2	5
b	**SE Gender, Work, and Organization** Discussion of selected topics, exercises and cases in the field of gender, work, and organization	SE	2	5
				4	10

Learning objectives: competence to assess the gender-specific consequences of organizational practices and to identify suitable design measures on the basis of gender and diversity research

Admission requirements: positive completion of the mandatory courses referred to in § 7 (1) and (2), of the elective course referred to in § 8 (1-1), i.e. "Intercultural Brand Building" or of the elective course referred to in § 8 (2-1), i.e. "Managing Knowledge and Innovation" or of the elective course referred to in § 8 (3-1), i.e. "Tourism and Leisure Industry" and of one more course from the elective courses referred to in § 8 (1), (2) or (3)

3	**Elective Course**	**Corporate Communication and Governance**	Course unit	SSt	ECTS credits
a	**VO Corporate Communication and Stakeholder Management** Introduction to theories of corporate communication and concepts of managing relationships with external partners and stakeholders of organizations	VO	2	5

b	**SE Governance in Organizations** Intensive discussion of selected aspects of how organizations are controlled and governance structures are designed in public and private enterprises	SE	2	5
			4	10
	Learning objectives: knowledge of stakeholder management, internal and external communication along with the design of governance structures and processes in organizations; on this basis, students develop the ability to interact competently with stakeholders.			
	Admission requirements: positive completion of the mandatory courses referred to in § 7 (1) and (2), of the elective course referred to in § 8 (1-1), i.e. "Intercultural Brand Building" or of the elective course referred to in § 8 (2-1), i.e. "Managing Knowledge and Innovation" or of the elective course referred to in § 8 (3-1), i.e. "Tourism and Leisure Industry" and of one more course from the elective courses referred to in § 8 (1), (2) or (3)			

§ 10 Master thesis

(1) In the Master Program in Strategic Management, a master thesis must be written. The topic of the thesis must be chosen from the respective field of specialization ("major").

    1. For the major "Multi-Cultural Branding", the topic of the thesis must be chosen from the subjects covered by the courses referred to in § 8 (1).

    2. For the major "Strategy and Innovation", the topic of the thesis must be chosen from the subjects covered by the courses referred to in § 8 (2).

    3. For the major "Leisure and Tourism Management" the topic of the thesis must be chosen from the subjects covered by the courses referred to in § 8 (3).

(2) The master thesis is a scientific piece of work.

(3) By creating the master thesis, students must demonstrate that they are able – independently and in a limited period of time – to apply the theoretical and methodical instruments of the subject area to a particular research question and to reflect on them.

(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 27.5 ECTS credits.

(6) The topic and the name of the supervisor of the master thesis may only be submitted after written notification of the field of specialization ("major") referred to in § 3 (3) has been provided, after the positive completion of the mandatory courses referred to in § 7 (1 and 2), and after

    1. the positive completion of the elective courses referred to in § 8 (1), if the student has chosen the major "Multi-Cultural Branding",

    2. the positive completion of the elective courses referred to in § 8 (2), if the student has chosen the major "Strategy and Innovation"

    3. the positive completion of the elective courses referred to in § 8 (3), if the student has chosen the major "Leisure and Tourism Management"

(7) The master thesis must be submitted in printed and in electronic form.

(8) After the positive completion of the master thesis, the course "Master Thesis Defense" referred to in § 7 (3) must be completed, which concludes the Master Program.

(9) It is permissible for several students to work on one single master thesis topic together, as long as it is feasible to assess the performance of each individual student separately.

§ 11 Examination regulations

(1) In courses consisting exclusively of several course units with continuing performance assessment, the final grade consists of the grades of these course units.

(2) The assessment of the course "Master Thesis Defense" referred to in § 7 (3), which concludes the Master Program, is based on an oral exam administered by individual examiners.

(3) The examination method (written/oral/exam paper/s) for examinations in course units with continuing performance assessment is determined by the instructor of the course unit before the course unit starts.

(4) The assessment of the following courses from other master programs is based on the examination regulations of the respective curriculum:

1. the course "Financial Analysis" referred to in § 8 (4-3, 5-3 and 6-3) is organized by the Master Program in Banking and Finance

2. the following courses are organized by the Master Program in Organization Studies:
   a) the course "Gender, Work and Organization" referred to in § 8 (4-4, 5-4 and 6-4)
   b) the course "Corporate Communication and Governance" referred to in § 8 (4-5, 5-5 and 6-5)

§ 12 Academic degree

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

§ 13 Implementation

This curriculum comes into force on 1 October 2007.

For the Curriculum Committee: For the Senate:

Univ.-Prof. Dr. Albrecht Becker   Univ.-Prof. Dr. Ivo Hajnal

Appendix: Recommended course of studies