

*The English translation is for information purposes only. The German version is the original and constitutes the sole legally-binding version of this text.*



**HOCHSCHULE OSNABRÜCK**  
UNIVERSITY OF APPLIED SCIENCES

**Study Regulations  
for the Master's program in  
International Business and Management**

Amended version

*Adopted by the Faculty Council of the Faculty of Business Management and Social Sciences on December 6, 2023,  
approved by the University Steering Committee on January 11, 2024, published on January 17, 2024  
with effect from September 1, 2024*

**Section 1  
Reference to Other Regulations**

These Study Regulations contain the essential binding provisions for the regular study of the international degree program in International Business and Management in conjunction with the Program-Specific Examination Regulations for this degree program and the General Examination Regulations of Osnabrück University of Applied Sciences. They define the binding structure and content of the study program, and especially the module titles, the semester in which each module should be taken, the number and types of graded exams, and the credit points earned.

**Section 2  
Type and Scope of Exams**

- (1) The type and number of graded and ungraded exams and the associated examination requirements are set forth in Appendix 1.
- (2) The range of specialisations offered is listed in Appendix 2, indicating the type and number of graded exams.

**Section 3  
Transitional Arrangement**

<sup>1</sup>Students who enroll by the summer semester 2024 can graduate by the end of the winter semester 2027/2028 under the previous Examination and Study Regulations. <sup>2</sup>Students may switch to these Examination and Study Regulations on request, although graded exams will only be offered successively from the winter semester 2024/2025 according to the program schedule. <sup>3</sup>The request must be submitted in writing to the Office of the University Registrar at least one month before the end of the semester for the following semester. <sup>4</sup>At the end of the transitional period, students will be automatically transferred to these Examination and Study Regulations. <sup>5</sup>Students who are enrolled in an advanced semester according to section 6 of the Lower Saxony University Admissions Act (*Niedersächsisches Hochschulzulassungsgesetz – NHZG*) are subject to the Study and Examination Regulations that apply to students who are in this semester according to the regular program schedule of the standard period of study and who have not exercised their right to request a switch.

**Section 4  
Entry into Force**

<sup>1</sup>These regulations shall enter into force after their publication in the Official Gazette of Osnabrück University of Applied Sciences with effect from the winter semester 2024/2025. <sup>2</sup>The Study Regulations of July 5, 2017 will no longer apply to this degree program at the end of the transitional period.



**HOCHSCHULE OSNABRÜCK**  
UNIVERSITY OF APPLIED SCIENCES

**Appendices to the Study Regulations  
for the Master's program in  
International Business and Management**

APPENDICES

Appendix 1: Program schedule for the Master's program in International Business and Management

Appendix 2: Specialisations

## Appendix 1

### Program schedule for the Master's program in International Business and Management

Module	Semester / hours per week per semester					ECTS	Type of exam	
	1	2	3	4	Hrs/wk per semester		PL <sup>1</sup>	unb. PL <sup>1</sup>
Applied Business Research <sup>3</sup>	X				3	5	HA/ PFP-1 <sup>12</sup> / PFP-2 <sup>14</sup>	
International Political Economy	X				3	5	HA/K2/ PFP <sup>5</sup>	
Human Resource Management in Multinational Enterprises	X				3	5	HA/K2/ PFP <sup>8</sup>	
Performance, Risk and Resilience	X				3	5	K2/ PFP-1 <sup>6</sup> / PFP-2 <sup>7</sup>	
Specialisation 1 <sup>2</sup> = Module 1	X				3	5	Depend- ing on choice of module	
Specialisation 2 <sup>2</sup> = Module 1	X				3	5	Depend- ing on choice of module	
Ethics, Corporate Social Responsibility and Corporate Governance		X			3	5	K2/ PFP-1 <sup>10</sup> / PFP-2 <sup>15</sup>	
International Corporate Finance		X			3	5	K2/PFP <sup>8</sup>	
Digital Enterprise Management		X			3	5	HA/K2/ PFP <sup>9</sup>	
Strategic Management in Disruptive Times – Theory and Practice		X			3	5	PFP <sup>10</sup>	
Specialisation 1 <sup>2</sup> = Module 2		X			3	5	Depend- ing on choice of module	
Specialisation 2 <sup>2</sup> = Module 2		X			3	5	Depend- ing on choice of module	
Leadership in International Organisations <sup>3</sup>			X		3	5	K2/ PFP-1 <sup>11</sup> / PFP-2 <sup>12</sup>	
International Economics and Business <sup>3</sup>			X		3	5	HA/K2/ PFP <sup>8</sup>	
Legal Aspects of International Trade <sup>3</sup>			X		3	5	K2	
International Marketing <sup>3</sup>			X		3	5	K2/R/ PFP <sup>5</sup>	
Specialisation 1 <sup>2</sup> = Module 3 <sup>3</sup>			X		3	5	Depend- ing on choice of module	
Specialisation 2 <sup>2</sup> = Module 3 <sup>3</sup>			X		3	5	Depend- ing on choice of module	
Master Module <sup>16</sup>				X	- <sup>4</sup>	30	SAA & Kollo- quium	

**Legend:**

- 1) The examiner chooses one competency-based graded exam.
- 2) Students can choose from the range of specialisations offered by the faculty, which are described in detail on the following pages.
- 3) For exams taken abroad, cross-module credit can be recognized for the designated modules through a Learning Agreement. Credits are recognized in relation to modules.
- 4) The number of hours per week per semester (SWS) is determined for the supervision of each student.
- 5) The portfolio exam is worth 100 points and consists of a one-hour written exam (K1) and a written assignment (HA). The one-hour written exam and the written assignment are each weighted with 50 points.
- 6) The portfolio exam is worth 100 points and consists of a written assignment (HA), a half-hour written exam (K0.5), and a final one-hour written exam (K1). The K1 is weighted with 50 points. The K0.5 and the written assignment are each weighted with 25 points in the calculation of the final grade.
- 7) The portfolio exam is worth 100 points and consists of two written assignments (HA) and a final one-hour written exam (K1). The K1 is weighted with 50 points. Each HA is weighted with 25 points in the calculation of the final grade.
- 8) The portfolio exam is worth 100 points and consists of a one-hour written exam (K1) and a report (R). The one-hour written exam and the report are each weighted with 50 points.
- 9) The portfolio exam is worth 100 points and consists of a presentation (PR) and a written project report (PSC). The presentation is weighted with 30 points and the written project report with 70 points.
- 10) The portfolio exam is worth 100 points and consists of a one-hour written exam (K1) and a report (R). The one-hour written exam is weighted with 40 points and the report with 60 points.
- 11) The portfolio exam is worth 100 points and consists of a report (R) and a presentation (PR). The report is weighted with 70 points and the presentation with 30 points.
- 12) The portfolio exam is worth 100 points and consists of a written assignment (HA) and a final one-hour written exam (K1). The K1 and the HA are each weighted with 50 points.
- 13) The portfolio exam is worth a total of 100 points and consists of a presentation (PR) and a one-hour written exam (K1). The PR and the K1 are each weighted with 50 points.
- 14) The portfolio exam is worth a total of 100 points and consists of a written assignment (HA) and a report (R). The HA and the R are each weighted with 50 points.
- 15) The portfolio exam is worth 100 points and consists of a one-hour written exam (K1) and a written assignment (HA). The one-hour written exam is weighted with 40 points and the written assignment with 60 points.
- 16) The details of the Master module are defined in the module description.

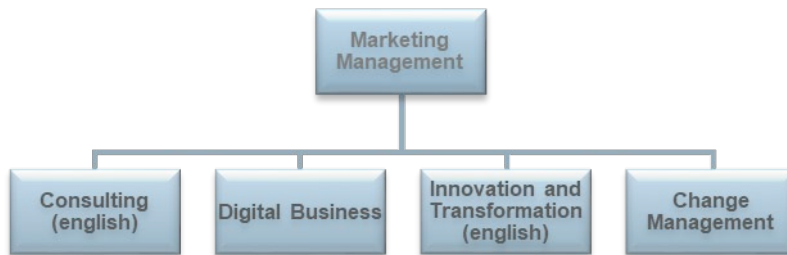
FSS	Case study, written
HA	Written assignment
K0.5	Written exam, 30 minutes
K1	1-hour written exam
K2	2-hour written exam
LTB	Learning journal
M	Oral exam
PR	Presentation
PMU	Project report, oral
PSC	Project report, written
PL	Graded exam
PFP	Portfolio exam
R	Report
RT	Regular attendance
SAA	Final thesis
& Kolloquium	& colloquium
unb. PL	Ungraded exam

## Appendix 2 Special Competences

### Optional offer of specialisations for the Master's program in International Business Management

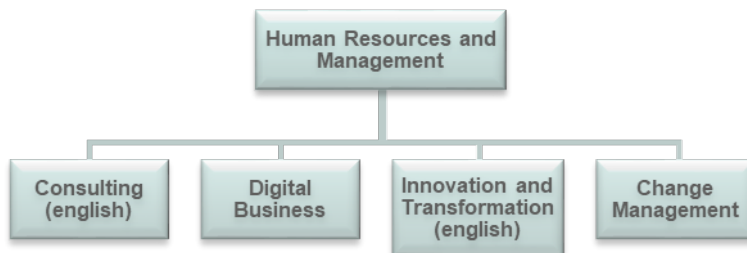
Depending on individual interests and career goals, students can choose from three specialisations. Two electives must be chosen within a specialisation.

#### Specialisation I: Markets and Processes



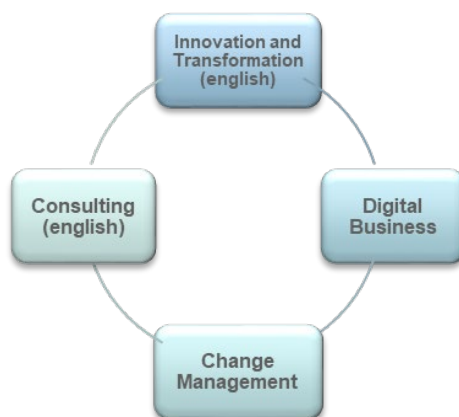
Specialisation I: The elective **Marketing Management** can be combined with one of the following electives: Consulting (in English), Digital Business, Innovation and Transformation (in English) or Change Management

#### Specialisation II: Human Resources and Change



Specialisation II: The elective **Human Resource and Management** can be combined with one of the following electives: Consulting (in English), Digital Business, Innovation and Transformation (in English) or Change Management

#### Specialisation III: International Management



Specialisation III: Two out of the four available electives can be combined, with the exception of "Change Management" and "Innovation and Transformation".

**Note:**

Students select a total of two of the specialisations offered by the faculty each semester according to the above conditions from the program schedule. There can be no guarantee that *all* modules will be offered every semester. A module may only be completed once.

Specialisations	Module 1	Module 2	Module 3
<b>Consulting (Engl.)</b>	Consulting and Management	Controlling and Finance Tools for Consultants	Consulting Case Studies
Types of exam (SWS)	K2/R/PFP <sup>4</sup> (3 SWS)	K2/PFP <sup>15</sup> (3 SWS)	K2/R/PFP <sup>4</sup> (3 SWS)
<b>Innovation and Transformation (Engl.)</b>	Operations Management	Lean Start Up and Innovation	Industrial and Organisational Transformation
Types of exam (SWS)	PFP-1 <sup>4</sup> /PFP-2 <sup>5</sup> (3 SWS)	HA/K2/PFP <sup>6</sup> (3 SWS)	HA/K2/PFP <sup>7</sup> (3 SWS)
<b>Marketing Management</b>	Product and Innovation Management	Branding and Communication	Sales and Cooperation Management
Types of exam (SWS)	K2/R/PFP <sup>8</sup> (3 SWS)	K2/R/PFP <sup>8</sup> (3 SWS)	K2/R/PFP <sup>8</sup> (3 SWS)
<b>Human Resource Management</b>	Current Ambiguities in the World of Work	Human Resource Development and Career Management	Concept Development and Case Studies concerning Human Resource Management
Types of exam (SWS)	HA/K2/PFP <sup>10</sup> (3 SWS)	HA/K2/PFP <sup>8</sup> (3 SWS)	HA/FSS/PFP <sup>11</sup> (3 SWS)
<b>Change Management</b>	Business Model Analysis and Transformation	Leadership and Innovation	Students can choose from: a) Mergers, Reorganisation and Business Development b) Industrial and Organisational Transformation
Types of exam (SWS)	HA/K2/PFP <sup>8</sup> (3 SWS)	HA/K2/PFP <sup>13</sup> (3 SWS)	a) HA/K2/PFP <sup>2</sup> (3 SWS) b) HA/K2/PFP <sup>7</sup> (3 SWS)
<b>Digital Business</b>	End-User Development with Office Applications	E-Business – Realization of the Digital Value Chain	Business Data Science – From Data to Predictions and Decisions
Types of exam (SWS)	HA/K2/PFP <sup>12</sup> (3 SWS)	HA/K2/PFP <sup>14</sup> (3 SWS)	K2/PFP-1 <sup>8</sup> /PFP-2 <sup>9</sup> (3 SWS)

- 1) The portfolio exam is worth a total of 200 points and consists of a report and a final written exam (K1). The report and the written exam (K1) are each weighted with 100 points.
- 2) The portfolio exam is worth a total of 100 points and consists of a report and a final written exam (K1). The report and the written exam (K1) are each weighted with 50 points.
- 3) English level B2 of the Common European Framework of Reference for Languages (CEFR) is recommended for enrollment in an English-language module.
- 4) The portfolio exam is worth a total of 100 points and consists of a report and a final written exam (K1). The report and the written exam (K1) are each weighted with 50 points.
- 5) The portfolio exam is worth a total of 100 points and consists of a presentation (PR) and a one-hour written exam (K1). The PR and the K1 are each weighted with 50 points.
- 6) The portfolio exam is worth a total of 100 points and consists of two presentations and a final written exam (K1). The two presentations are each weighted with 25 points. The final written exam (K1) is weighted with 50 points in the calculation of the final grade.
- 7) The portfolio exam is worth 100 points and consists of a written case study (FSS) and a report (R). The FSS and the R are each weighted with 50 points.
- 8) The portfolio exam is worth 100 points and consists of a one-hour written exam (K1) and a written assignment (HA). The one-hour written exam and the written assignment are each weighted with 50 points.
- 9) The portfolio exam is worth 100 points and consists of a one-hour written exam (K1) and a written project report (PSC). The K1 and the PSC are each weighted with 50 points.

- 10) The portfolio exam is worth a total of 100 points and consists of a media project report (PME) and a written assignment (HA). The PME is weighted with 60 points and the HA with 40 points.
- 11) The portfolio exam is worth a total of 100 points and consists of a media work sample (APM) and a written case study (FSS). The APM is weighted with 30 points and the FSS with 70 points.
- 12) The portfolio exam is worth 100 points and consists of a presentation (PR) and a written project report (PSC). The project report is weighted with 70 points and the presentation with 30 points.
- 13) The portfolio exam is worth 100 points and consists of a one-hour written exam (K1) and a report (R). The K1 is weighted with 70 points and the R with 30 points.
- 14) The portfolio exam is worth 100 points and consists of a written assignment (HA) and a presentation (PR). The HA is weighted with 70 points and the PR with 30 points.
- 15) The portfolio exam is worth a total of 100 points and consists of a presentation (PR) and a one-hour written exam (K1). The PR is weighted with 40 points and the K1 with 60 points.
- 16) The portfolio exam is worth 100 points and consists of a written assignment (HA), a presentation (PR), and a learning journal (LTB). The written assignment is weighted with 50 points, the presentation with 30 points, and the learning journal with 20 points in the calculation of the final grade.

FSS	Case study, written
HA	Written assignment
K0.5	Written exam, 30 minutes
K1	1-hour written exam
K2	2-hour written exam
LTB	Learning journal
M	Oral exam
PR	Presentation
PMU	Project report, oral
PSC	Project report, written
PL	Graded exam
PFP	Portfolio exam
R	Report
RT	Regular attendance
SAA & KQ	Final thesis & colloquium
unb. PL	Ungraded exam