

**UK 066/973**

CURRICULUM FOR THE  
MASTER'S PROGRAM IN  
**MANAGEMENT.**



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## § 1 Qualification Profile

Graduates of the Master's degree program in Management are well prepared for a career in a dynamic, global environment. The program focuses on competence development for future managers with a focus on entrepreneurial, interdisciplinary and critical-analytical thinking and applied practice. Graduates possess qualifications that enable them to demonstrate highly specialized business management knowledge, skills and competences that build upon and deepen the knowledge acquired during their Bachelor's studies.

In the Master's degree program in Management, students acquire the following subject-specific knowledge, skills, and competencies:

- **Specialized Expertise:** To develop highly specialized business management knowledge built on management concepts and economic context on the undergraduate level and in the respective cultural and intercultural context.
- **Digital Proficiency:** To provide students with solid background expertise in digitalization and how to effectively use it in the selected Competence Area (= specialization).
- **Critical analysis and Reflection:** To ensure the development of critical analysis and reflection skills on complex issues from different theoretical perspectives and corresponding business management qualifications with a national and international aspect.
- **Language Proficiency and Social Skills:** To equip students with professional English language skills as well as business savvy personal and social skills in order to meet the communication demands in the business world.
- **Applied Learning:** To apply the acquired management skills and qualifications to practice-oriented projects in order to enable students to understand and analyze complex topics, problems, and to find innovative solutions. The companies' social roles and responsibilities in particular should also be understood.
- **Ethical Ownership:** To understand and define the concepts of ethics, responsibility and sustainability in a business context and acquire the competence of taking responsibility and ownership in group work and/or projects.
- **Research Excellence:** To enable students to independently plan, conduct, and present original research, demonstrating proficiency in research methodologies, critical analysis, and effective communication of findings.

Graduates not only study foundational management theory with a focus on digitalization, they also become experts in one of the following Competence Areas (= specializations):

- Marketing Management
- Strategic and International Management
- Leadership, Human Resource Management and Change
- Sustainable Entrepreneurship and Circular Economy Innovation

The Master's degree program in Management aims to develop students into professional and responsible members of society who possess intercultural awareness. Graduate quality is shown in their opportunities to pursue a career in many areas of industry and business, for example:

- (International) Marketing: Marketing consumer goods, Business-to-Business marketing, international marketing management
- (International) Management: Strategy development, sales and key account management, project management, management consulting, entrepreneurship)
- Human Resource Management: Executive management, consulting and coaching, head of HR
- Sustainable Entrepreneurship and Circular Economy Innovation: Sustainable Entrepreneur/Manager, Circular Economy Manager, Sustainable Product Developer, Sustainability Consultant in advisory

The successful completion of the Master's degree program in Management entitles graduates to pursue a relevant doctorate/PhD program.

## § 2 Admissions

(1) The Master's Degree Program in Management is assigned to the group of Studies in Social and Economic Sciences according to § 54 para. 1 of the Austrian Universities Act (UG). The program is held in English.

(2) The Master's Degree Program in Management is based on the Bachelor's Degree Programs in Business Administration (UK 033/515), International Business Administration (UK 033/514) or Business and Economics (UK 033/572) offered at the Johannes Kepler University Linz. These studies as well as the Diploma Degree Program in Business and Economics in any case qualify as subject-related studies for admission to the Master's Degree Program in Management and entitle to admission without further requirements.

(3) In addition thereto, graduates of subject-related Bachelor Degree Programs or other studies of at least the same level of higher education at a recognized national or international post-secondary educational institution are entitled to admission without further requirements, provided that in the course of those programs or studies, exams in Business Administration of at least 30 ECTS credits have successfully been completed.

(4) In order to compensate for substantial subject-based discrepancies, supplementary examinations may be required, which have to be completed by the end of the second semester of the Master's Degree Program.

(5) Applicants, who have not graduated from a recognized post-secondary educational institution of an EU- or EEA-State, Switzerland, or the United Kingdom, must in addition to evidence of their completion of a subject-related Degree Program submit a valid Graduate Management Admission Test (GMAT) result (score of 600 or above, and not dating back more than two years). In relation to all other applicants, the standards required for admission to the Master's Degree Program in Management are deemed to be met.

## § 3 Structure and Outline

(1) The Master's degree program in Management is four semesters and students are required to earn 120 ECTS credits. These ECTS credits must include the following subjects/modules and study achievements:

<b>Subject</b>	<b>ECTS</b>
Compulsory subjects/modules	42
Elective subjects/modules	43
Master's thesis (including the master's thesis seminar)	23
Free Electives	12
<b>Total</b>	<b>120</b>

(2) For Free Electives students have to pass examinations corresponding to 12 ECTS credits. These can be selected from the entire range of exams offered by recognized post-secondary educational institutions both within Austria and abroad and they serve, above all, to acquire additional qualifications. These can be taken throughout the whole period of study.

(3) The recommended study plan is listed in Annex 1. This recommendation assumes full-time studies. However, the course of studies is also manageable, with restrictions, for people with flexible work schedules or family care responsibilities: some courses are also offered online; usually there is no compulsory attendance although attendance is recommended. In other courses, attendance is as a rule compulsory; however, an attempt is made to offer multiple courses at alternative times and/or online. In the case of exams, it cannot be guaranteed that these will take place online or outside of regular working hours. Depending on the extent of work flexibility and/or family care responsibilities, a longer period of studies is to be expected.

## § 4 Compulsory Subjects/Modules

(1) As part of the Master's degree program in Management, the following compulsory subjects are required:

Code	Name	ECTS
973GMCC22	General Management Competence – Compulsory	36
973IDTT19	Introduction to Digital Transformation and Technologies	6

(2) The subject "General Management Competence – Compulsory" comprises the following subjects/modules:

Code	Name	ECTS
973GMCCSMG22	Strategic Management	6
973GMCCMAR22	Marketing	6
973GMCCHRC22	Human Resource & Change Management	6
973GMCCMAC22	Managerial Accounting	6
973GMCCCFI22	Corporate Finance	6
973MIMR19	Methods in Management Research	6

## § 5 Elective Subjects/Modules

(1) As part of the Master's degree program in Management, the following electives are required:

Code	Name	ECTS
973GMCE22	General Management Competence – Elective	12
973ISIC19	Interpersonal Skills and Intercultural Competence	6
973CARE19	Competence Area	25

(2) Modules and/or the subject "Selected Topics in Business Sciences", in total worth 12 ECTS, must be completed from the subject "General Management Competence - Elective". The subject "General Management Competence - Elective" comprises the following modules/subject:

Code	Name	ECTS
973STBS25	Selected Topics in Business Sciences (Master, Abroad)	6/12
973GMCEENT22	Entrepreneurship	6
973GMCEFAC22	Financial Accounting	6
973GMCEORG22	Organization	6

(3) Courses totaling 6 ECTS credits have to be selected from the subject “Interpersonal Skills and Intercultural Competence”.

(4) A subject worth 25 ECTS credits must be completed from the subject “Competence Area”. The subject “Competence Area” comprises the following subjects:

Code	Name	ECTS
973LHRC24	Leadership, Human Resource Management and Change	25
973MAMA24	Marketing Management	25
973STIM24	Strategic and International Management	25
973SECE24	Sustainable Entrepreneurship and Circular Economy Innovation	25

## § 6 Courses

(1) The names and types of all courses in the subjects and modules, as well as their ECTS credits and hours per week, their codes, their registration requirements, the number of participants, and their admission procedures (in case of limited availability of places) are described in the JKU Course Catalog ([studienhandbuch.jku.at](http://studienhandbuch.jku.at)).

(2) The possible types of courses as well as the examination regulations are described in §§ 13 and 14 of the JKU statute section on Study Regulations (“Studienrecht”).

## § 7 Replacement of Subjects and Courses

Subjects/modules pursuant to §§ 4 and 5 and courses pursuant to § 6 (1) may, at the student’s request, be replaced by other subjects/modules specific to the studies respectively courses to a total of 18 ECTS credits. This presupposes that the latter are not detrimental to the goal of the academic, vocational education and that the selection of the suggested subjects/modules respectively courses seems reasonable with regard to the goals as outlined in the Qualifications Profile and the academic context, and supplements the academic, vocational education. A request to replace the subject/module must be submitted to the Vice-Rector for Academic Affairs.

## **§ 8 Master's Thesis**

(1) A Master's thesis is required as part of the Master's degree program in Management in accordance with § 81 of the Austrian Universities Act (UG) and § 36 of the JKU statute section on Study Regulations ("Studienrecht").

(2) The Master's thesis is a written paper and is worth 20 ECTS credits.

(3) The Master's thesis serves as proof of the student's ability to work on a task independently, methodically and in an academic manner with the correct content. The topic is to be selected in accordance with the subject chosen from the "Competence Area" according to § 5 and must be organized so that it is possible and acceptable to process this within a period of six months.

(4) The Master's thesis must be submitted in English.

(5) Students are required to complete a corresponding Master's thesis seminar (3 ECTS credits) as part of the supervision for the Master's thesis. Presentation skills are to be included in addition to subject content. The Master's thesis results shall be presented during the Master's thesis seminar prior to submission for grading.

## **§ 9 Examination Regulations**

(1) The regulations for subject exams and the examination criteria for course exams can be found in the JKU Course Catalog (Studienhandbuch).

(2) The master's program is concluded with a master's examination. The master's examination is an overall examination of subject and module exams pertaining to the compulsory and elective subjects/modules pursuant to §§ 4 and 5. Students also require a positive grade on their Master's thesis, the Master's thesis seminar, and the Free Electives to earn a final degree.

## **§ 10 Academic Degree**

(1) Graduates of the Master's degree program in Management are awarded the academic degree "Master of Science", abbreviated "MSc" or "MSc (JKU)".

(2) If the student has successfully passed the subject "Marketing Management" and the Master's thesis was written on this subject, then the addendum "Specialized Competence in Marketing Management" will be added.

(3) If the student has successfully passed the subject "Strategic and International Management" and the Master's thesis was written on this subject, then the addendum "Specialized Competence in Strategic and International Management" will be added.

(4) If the student has successfully passed the subject "Leadership, Human Resource Management, and Change" and the Master's thesis was written on this subject, then the addendum "Specialized Competence in Leadership, Human Resource Management, and Change" will be added.

(5) If the student has successfully passed the subject "Sustainable Entrepreneurship and Circular Economy Innovation" and the Master's thesis was written on this subject, then the addendum "Specialized Competence in Sustainable Entrepreneurship and Circular Economy Innovation" will be added.

(6) The certification about the academic degree will be issued in German and English translation.

## § 11 Legal Validity

(1) This curriculum comes into effect on October 1, 2022.

(2) The curriculum of the Master's degree program "Management" in the version published in the official newsletter of Johannes Kepler University Linz on May 18, 2021, 23rd piece, item 305 expires by the end of September 30, 2022. Transitional provisions contained therein shall remain in force as long as they still apply in scope and content.

(3) § 3 para. 1, § 5 para. 4, § 8 para. 2 and 5, § 9 para. 2, § 10 para. 2, § 12 and annex 1 as published in the official newsletter of the Johannes Kepler University Linz on June 20, 2023, 29th piece, item 512 comes into effect on October 1, 2023.

(4) § 1, § 5 para. 4, § 10 para. 2 to 6 and annex 1 as published in the official newsletter of the Johannes Kepler University Linz on June 27, 2024, 33rd piece, item 546 comes into effect on October 1, 2024. Teaching in the subject "Sustainable Entrepreneurship and Circular Economy Innovation" will start in the winter semester 2025/26.

(5) § 5 para. 2 as published in the official newsletter of the Johannes Kepler University Linz on May 6, 2025, 22nd piece, item 252 comes into effect on October 1, 2025.

## § 12 Transitional Provisions

(1) For students, who have passed examinations within the curriculum of the Master's degree program Management before October 1, 2022, the following equivalence table applies:

Examinations in the Master's degree program Management 2021	Examinations in the Master's degree program Management 2022
973MAKSKOL19: Master's thesis colloquium (3 ECTS) + 973THESMTSS10: Master's thesis seminar (1 ECTS)	973MAKSKOL22: Master's thesis colloquium (1 ECTS) + 973THESMTSS22: Master's thesis seminar (3 ECTS)
973MAKSKOL19: Master's thesis colloquium (3 ECTS)	973MAKSKOL22: Master's thesis colloquium (1 ECTS) + 2 ECTS free electives

(2) For students, who have passed examinations within the curriculum of the Master's degree program Management before October 1, 2023, the following equivalence table applies:

Examinations in the Master's degree program Management 2021	Examinations in the Master's degree program Management 2023
973MAKSKOL19: Master's thesis colloquium (3 ECTS) + 973THESMTSS10: Master's thesis seminar (1 ECTS)	973THESMTSS22: Master's thesis seminar (3 ECTS) + 1 ECTS free electives
973MAKSKOL19: Master's thesis colloquium (3 ECTS)	3 ECTS free electives

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<b>Examinations in the Master's degree program Management 2021</b>	<b>Examinations in the Master's degree program Management 2023</b>
<b>Examinations in the Master's degree program Management 2022</b>	<b>Examinations in the Master's degree program Management 2023</b>
973MAKSKOL19: Master's thesis colloquium (1 ECTS)	1 ECTS free electives

**Annex 1: Recommended Study Plan Master's degree program in Management**

1. Semester		2. Semester		3. Semester		4. Semester	
Subject/Module	ECTS	Subject/Module	ECTS	Subject/Module	ECTS	Subject/Module	ECTS
Strategic Management	6	Competence Area 3 Seminars	8/11/14	Interdisciplinary Business Project	8	Master's Thesis	20
Marketing	6	Corporate Finance	6	Competence Area 1 or 2 Seminars	9/6/3		
Human Resource & Change Management	6	Methods in Management Research	6	Interpersonal Skills and Intercultural Competence	6		
Introduction to Digital Transformation and Technologies or Entrepreneurship – General Management Competence Elective (for CA Sustainable Entrepreneurship & Circular Economy Innovation)	6	General Management Competence – Elective or Introduction to Digital Transformation and Technologies (for CA Sustainable Entrepreneurship & Circular Economy Innovation)	6	General Management Competence – Elective	6	Master's Thesis Seminar	3
Managerial Accounting	6	Free Electives	6/3	Free Electives	3/6	Free Electives	6/6/6
30		32		29		29	
						Total	120

Courses without prerequisites