

Decision of the FIBAA Accreditation and Certification Committee



3rd Meeting on September 3, 2021

PROGRAMME ACCREDITATION

Project Number:	21/008
Higher Education Institution:	FH Joanneum University of Applied Sciences
Study Programmes:	<ol style="list-style-type: none">1. Master of Arts in Business - Global Strategic Management2. DiplomingenieurIn - International Industrial Management
Location:	<ol style="list-style-type: none">1. Graz, Österreich2. Kapfenberg, Österreich
Type of Accreditation	<ol style="list-style-type: none">1. Initial accreditation2. Re-accreditation

The FIBAA Accreditation and Certification Committee has taken the following decisions:

According to § 7 (6) in conjunction with § 9 (1) of the FIBAA General Terms and Conditions within the framework of procedures for the award of the FIBAA Quality Seal for Programmes from January 1, 2021, the study programme **Global Strategic Management (MA)** is accredited.

Period of Accreditation: October 1, 2021 until September 30, 2026.

The FIBAA Quality Seal is awarded.

According to § 7 (6) in conjunction with § 9 (1) and § 10 (2) of the FIBAA General Terms and Conditions within the framework of procedures for the award of the FIBAA Quality Seal for Programmes from January 1, 2021, the study programme **International Industrial Management (DI)** is re-accredited.

Period of Accreditation: October 1, 2020 until September 30, 2027

According to § 8 of the FIBAA General Terms and Conditions within the framework of procedures for the award of the FIBAA Quality Seal for Programmes from January 1, 2021, the **FIBAA Premium Seal** for the study programme **International Industrial Management (DI)** is awarded.



Assessment Report

Higher Education Institution (HEI):

FH Joanneum
University of Applied Sciences

Master programmes:

1. Global Strategic Management (Location: Graz)
2. International Industrial Management (Location: Kapfenberg)

Qualification awarded on completion:

1. Master of Arts in Business - Global Strategic Management (MA)
2. DiplomingenieurIn - International Industrial Management (DI)

General Information on the Study Programme

Brief description of the study programme Global Strategic Management (MA) – GMM:

The Master programme shall prepare advanced students for operational and strategic business management tasks in companies. Within the framework of the focus directions, specialisation takes place in one of three fields: Global Strategic Decision Making, Global Leadership and HR Management or Global Green and Social Business. In the third semester, students complete a mandatory semester abroad at a selected partner university.

Brief description of the study programme International Industrial Management (DI) – IIM:

The Master programme aims at educating (international) industrial managers for industry-wide cross-divisional functions academically, connecting business management, engineering, and information technology for overall optimisation tasks. By choosing the specialisation in the third semester, students receive different extended competence profiles per specialisation "Smart Production & Services" and "Supply Chain Engineering". The study programme can be carried out full-time or part-time.

Type of study programme:

Both programmes: Master programme

Projected study time and number of ECTS credits assigned to the study programme:

GMM: 2 years (4 semesters), 120 ECTS credits

IIM: 2 years (4 semesters), 120 ECTS credits

Mode of study:

GMM: full-time

IIM: full-time and part-time

Didactic approach:

Both programmes: study programme with obligatory class attendance

Double/Joint Degree programme:

GMM: no

IIM: optional

Scope (planned number of parallel classes) and enrolment capacity:

GMM: 30 students

IIM: 25 students (full-time) / 30 students (part-time)

Programme cycle starts in:

Both programmes: winter semester

Initial start of the programme:

GMM: October 2021

IIM: October 2011

Type of accreditation:

GMM: initial accreditation¹

IIM: re-accreditation

For re-accreditation: last accreditation period:

IIM: October 2, 2015 until October 1, 2020

The accreditation period has been provisionally extended to: October 1, 2021

¹ In 2015/16, the study programme “Business in Emerging Markets” was accredited by FIBAA. The curriculum was revised in 2018 and now it will be changed to “Global Strategic Management” with three specialisation options. Since this is a major revision, it was required to initially accredit this programme.

Procedure

A contract for the initial accreditation of the Global Strategic Management (Master of Arts in Business) and re-accreditation of the International Industrial Management (Diplomingenieur) was made between FIBAA and FH Joanneum on February 18, 2021. On April 19, 2021, the HEI submitted a self-evaluation report, which included a detailed description of the programme and further documents in order to prove that the criteria for programme accreditation are met.

At the same time, FIBAA appointed a review panel. The HEI has agreed with the chosen experts. The panel consisted of:

Prof. Dr. Reinhard Bachmann

University of London, Great Britain

Professor of International Management

(Business Administration, General Management, International Management, Strategic Management Public Management, Public Policy, Business Psychology, Business Ethics, Marketing, Human Resource Management, Business Systems, Entrepreneurship, Leadership, Organisational Behaviour)

Prof. Dr. Ing. Ronald Glasberg

SRH Hochschule Berlin, Germany

Professor of International Strategic Management

(Business Administration, General Management, Innovation Management, Electrical Engineering, Computer Science and Industrial Engineering, Financial Management, Risk Management, Strategic Management, International Management, Entrepreneurship, Digital Business, Artificial Intelligence Data Analysis, Data Mining and Digital Teaching, Engineering and International Business)

Prof. Dr. Herbert Jodlbauer

Fachhochschule Steyr, Austria

Head of the Production and Management and Operations Management degree programme

(Production, Logistics, Management, Operations Research, Mechanical Engineering, Robotics, Quality Management)

Karin Ferring

Formerly Bosch Eisenach, Germany

Human Resources Department

Former Human Resources Manager (Human Resources, Development, Organization)

Hendrik Klein

Fachhochschule Salzburg, Austria

Student of SME Management & Entrepreneurship (B.A.)

Completed: Business (M.A. and B.A.)

FIBAA project manager:

Adriane Janosch

The assessment is based on the self-evaluation report, amended by further documents, as requested by the panel, and an online conference. The online conference took place on July 14 – 15, 2021, via the video conferencing tool “Zoom”. At the end of the online conference, the panel has given a short feedback on its first impressions to representatives of the HEI.

The assessment report based on this was delivered to the HEI for comment on August 12, 2021. The statement on the report was given up on August 18, 2021. It has been taken into account in the report at hand.

Summary

Global Strategic Management (MA)

The Global Strategic Management (MA) offered by FH Joanneum fulfils the FIBAA quality requirements for master programmes and can be accredited by the Foundation for International Business Administration Accreditation (FIBAA) for five years starting on October 1, 2021 and finishing on September 30, 2026. The programme is in accordance with the national and the European Qualification Frameworks and the European Standards and Guidelines in their applicable version valid as of the time of the opening of the procedure, and with the Bologna Declaration.

The panel members identified one area where the programme could be further developed. The panel recommends

- reconsidering the general titles of the modules and, if necessary, formulating them more concretely so that they reflect the contents of the respective modules more accurately. (see chapter 3.2)

The measures that the HEI takes in order to implement the recommendations of the panel members will have to be considered during the re-accreditation.

There are many criteria in which the programme exceeds the quality requirements:

- Objectives of the study programme (see chapter 1.1)
- International orientation of the study programme design (see chapter 1.2)
- Positioning of the study programme on the job market for graduates (see chapter 1.3.)
- Counselling for prospective students (see chapter 2.2)
- Transparency and documentation of admission procedure and decision (see chapter 2.6)
- Integration of theory and practice (see chapter 3.1)
- Logic and plausibility of the didactical concept (see chapter 3.3)
- Course materials (see chapter 3.3)
- Guest lecturers (see chapter 3.3)
- International contents and intercultural aspects (see chapter 3.4)
- Internationality of the student body (see chapter 3.4)
- Internationality of the faculty (see chapter 3.4)
- Foreign language content (see chapter 3.4)
- Skills for employment (see chapter 3.6)
- Practical business experience of faculty (see chapter 4.1)
- Student support by the faculty (see chapter 4.1)
- Programme Director (see chapter 4.2)
- Process organisation and administrative support for students and faculty (see chapter 4.2)
- Cooperation with business enterprises and other organisations (see chapter 4.3)
- Access to literature (see chapter 4.4)
- Quality assurance and quality development with respect to contents, processes and outcomes (see chapter 5.1)
- Programme description (see chapter 5.3)
- Information on activities during the academic year (see chapter 5.3)

For the overall assessment of the programme, please refer to the quality profile at the end of this report.

International Industrial Management (DI)

The International Industrial Management (DI) offered by FH Joanneum fulfils the FIBAA quality requirements for master programmes and can be re-accredited by the Foundation for International Business Administration Accreditation (FIBAA) for seven years starting on October 1, 2020 and finishing on September 30, 2027. The programme is in accordance with the national and the European Qualification Frameworks and the European Standards and Guidelines in their applicable version valid as of the time of the opening of the procedure, and with the Bologna Declaration.

The panel members identified three areas where the programme could be further developed. The panel recommends

- reviewing if the chosen degree title indeed corresponds to the international orientation of the programme. (see chapter 3.1)
- reflecting on the teaching content and learning objectives of the modules concerned and, if necessary, adjusting them to bring them into line with the ECTS credits awarded. (see chapter 3.2)
- reviewing whether students' learned competencies need to be tested in such a small scale (see chapter 3.2)

The measures that the HEI takes in order to implement the recommendations of the panel members will have to be considered during the re-accreditation.

There are many criteria in which the programme exceeds the quality requirements:

- Objectives of the study programme (see chapter 1.1)
- International orientation of the study programme design (see chapter 1.2)
- Positioning of the study programme on the job market for graduates (see chapter 1.3.)
- Counselling for prospective students (see chapter 2.2)
- Transparency and documentation of admission procedure and decision (see chapter 2.6)
- Integration of theory and practice (see chapter 3.1)
- Logic and plausibility of the didactical concept (see chapter 3.3)
- Course materials (see chapter 3.3)
- Guest lecturers (see chapter 3.3)
- Internationality of the faculty (see chapter 3.4)
- Foreign language content (see chapter 3.4)
- Skills for employment (see chapter 3.6)
- Practical business experience of faculty (see chapter 4.1)
- Student support by the faculty (see chapter 4.1)
- Programme Director (see chapter 4.2)
- Process organisation and administrative support for students and faculty (see chapter 4.2)
- Cooperation with business enterprises and other organisations (see chapter 4.3)
- Access to literature (see chapter 4.4)
- Alumni Activities (see chapter 4.5)
- Quality assurance and quality development with respect to contents, processes and outcomes (see chapter 5.1)
- Programme description (see chapter 5.3)
- Information on activities during the academic year (see chapter 5.3)

For the overall assessment of the programme, please refer to the quality profile at the end of this report.

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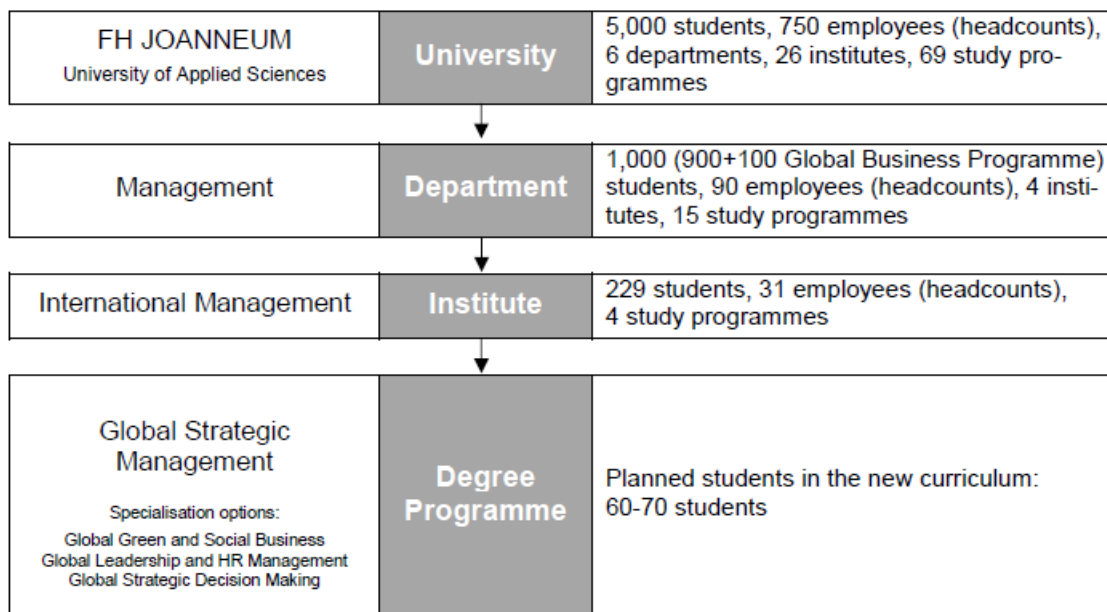
Information

Information on the Institution

FH Joanneum University of Applied Sciences (FHJ) is a non-profit organisation with the mandate of its owner, the federal province of Styria (“Steiermark”), to provide high-quality education in high demand subject areas, to carry out applied research and development, to train highly qualified staff and promote knowledge transfer to strengthen the region as a business location. In order to meet these targets, FHJ runs 69 study programmes at 26 institutes clustered in six departments for about 5,000 students and 750 employees at three campuses in the federal province of Styria (Graz, Kapfenberg, Bad Gleichenberg).

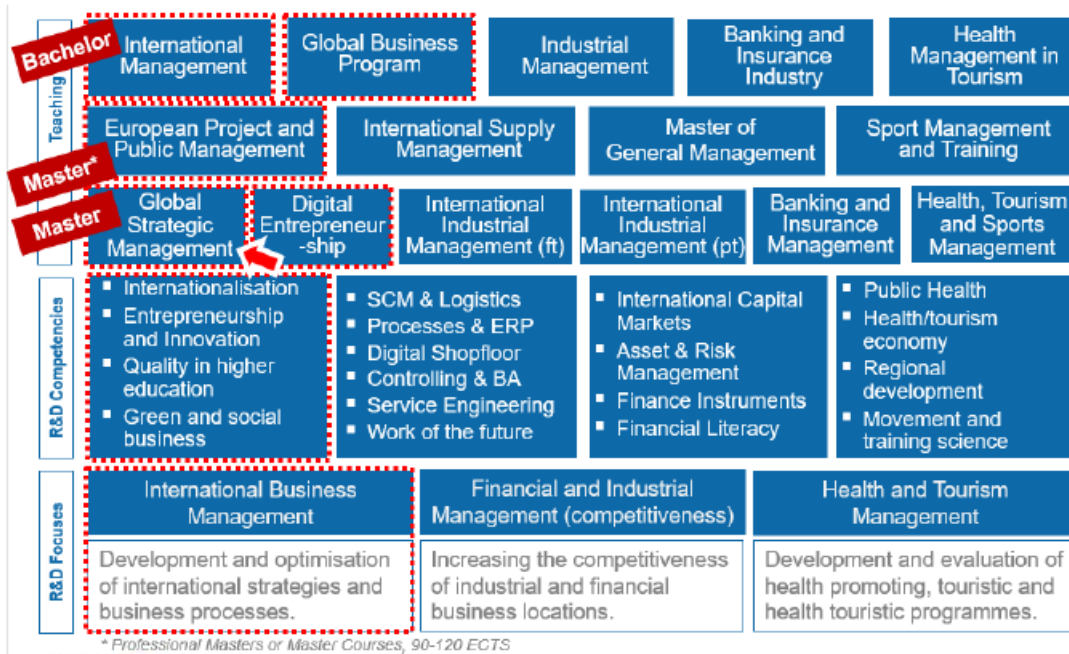
Global Strategic Management (MA)

The study programme “Global Strategic Management” (GMM) is part of the Institute of International Management, which belongs to the Department of Management at FHJ, and is located in Graz.



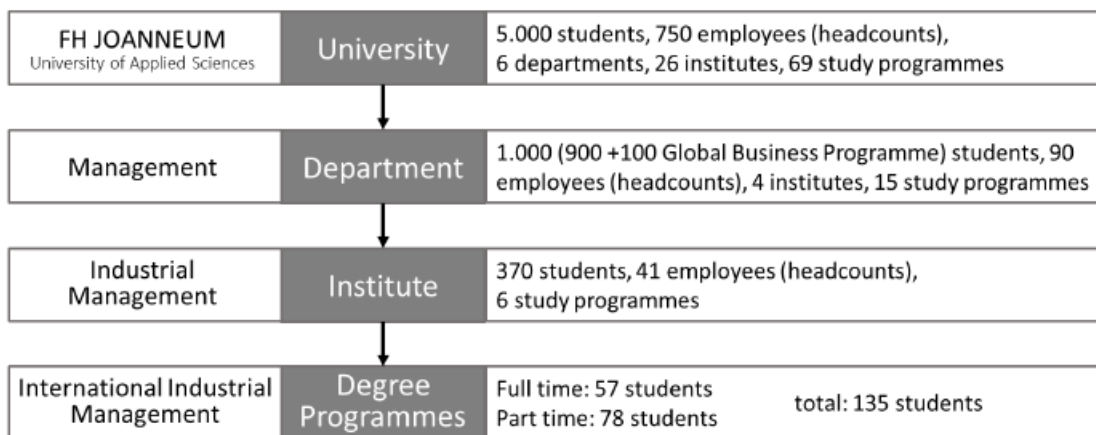
According to FHJ’s statement, the study programme is well embedded in the Department of Management and the Institute of International Management. The “Triple I” approach – International, Innovation, Industries – is vital for the success of the institute. International partnerships and networks (International), research-led teaching (Innovation) and the pooled expertise of four institutes are combined with a comprehensive management concept: tapping potentials in the management of organisations across all sectors (Industries).

Furthermore, FHJ illustrates its overall programme portfolio in the following graph (the programmes of the Institute of International Management are indicated in red dotted frames):



International Industrial Management (DI)

The study programme “International Industrial Management” (IIM) is part of the Institute of Industrial Management, which belongs to the Department of Management at FHJ, and is located in Kapfenberg.



According to FHJ’s statement the study programme is well embedded in the Department of Management and the Institute of Industrial Management, since the lecturing and research focus of our institute has always been on managerial subjects that are on the point of intersection between business management, engineering and IT (that are: process management, supply chain management, project management, enterprise resource planning, controlling (management accounting), production management, quality management, digitalisation et cetera).

Furthermore, FHJ illustrates its overall programme portfolio in the following graph (the programmes of the Institute of Industrial Management are indicated in red dotted frames):



Further development of the programme and implementation of recommendations from previous accreditation, and statistical data

Global Strategic Management (MA)

The programme was originally launched as “MIM” (“Master International Management”) in 2008, and then in 2011, it was changed to “MEM” (“Business in Emerging Markets”). The curriculum was revised in 2018 and now it will be changed to “GMM” (“Global Strategic Management”) with three specialisation options: “Global Strategic Decision Making”, “Global Leadership and HR Management”, and “Global Green and Social Business”. Since this is a major revision, it is again required to initially accredit this programme at FIBAA.

Table 1: Statistical Data Global Strategic Management (MA) 2017 – 2020

		Cohort 2020	Cohort 2019	Cohort 2018	Cohort 2017
# Study Places		30	30	30	30
# Applicants	Σ	143	121	78	83
	f	50	40	29	31
	m	93	81	49	52
Application rate		476,67%	403,33%	260,00%	276,67%
# First-Year Student	Σ	19	24	18	20
	f	8	10	10	7
	m	11	14	8	13
Rate of female students		42,11%	41,67%	55,56%	35,00%
# Foreign Regular Students	Σ	10	12	13	7
	f	5	7	6	5
	m	5	5	7	2
	EU	5	5	7	4
	Non-EU	5	7	6	3
# Incoming students	EU	0	2	3	3
	Non-EU	6	18	23	11
	Σ	6	20	26	14
# Total regular and incoming students					
	Σ	25	44	44	34
Rate of foreign reg. students	Total	52,63%	50,00%	72,22%	35,00%
	EU	26,32%	20,83%	38,89%	20,00%
	Non-EU	26,32%	29,17%	33,33%	15,00%
Rate of incoming students	Total	24,00%	45,45%	59,09%	41,18%
	EU	0,00%	4,55%	6,82%	8,82%
	Non-EU	24,00%	40,91%	52,27%	32,35%
Percentage of occupied study places		63,33%	80,00%	60,00%	66,67%
# Graduates (or still active students)	Σ	18	22	17	19
	f	8	10	9	6
	m	10	12	8	13
Success rate		94,74%	91,67%	94,44%	95,00%
Dropout rate		5,26%	8,33%	5,56%	5,00%
Average duration of study		4 semesters	4 semesters	4 semesters	5,2 semesters
Average grade of final degree		(not finished yet)	(not finished yet)	2,03	1,87

International Industrial Management (DI)

Table 2: Statistical Data International Industrial Management (DI) 2016 – 2020

	2016		2017		2018		2019		2020		
	IIV	IIB	IIV	IIB	IIV	IIB	IIV	IIB	IIV	IIB	
# Capacity	20	25	20	25	25	25	25	29	25	30	
# Applicants	∑	34	58	46	74	52	75	51	80	51	85
	f	8	14	15	13	19	14	15	18	18	26
	m	26	44	31	61	33	61	36	62	33	59
Applicant rate	170%	232%	230%	296%	208%	300%	204%	276%	204%	283%	
# First year students	∑	13	32	21	39	32	39	29	37	29	42
	f	9	7	12	6	16	6	10	10	13	15
	m	4	25	9	33	16	33	19	27	16	27
Percentage of female students	69%	22%	57%	15%	50%	15%	34%	27%	45%	36%	
# Regular foreign students	∑	2	0	1	0	0	0	1	1	3	2
	f	0	0	0	0	0	0	1	1	2	2
	m	2	0	1	0	0	0	0	0	1	0
Percentage of regular foreign students ¹	15%	0%	5%	0%	0%	0%	3%	3%	10%	5%	
# All foreign students ²	∑	9	0	11	0	6	0	6	1	8	2
	f	0	0	6	0	0	0	1	1	4	2
	m	9	0	5	0	6	0	5	0	4	0
Percentage of all foreign students ³	41%	0%	34%	0%	16%	0%	17%	3%	22%	5%	
Capacity utilisation	65%	128%	105%	156%	128%	156%	116%	128%	116%	140%	
# Graduates	∑	12	29	17	25	29	31				
	f	4	5	11	6	14	6				
	m	8	24	6	19	15	25				
Dropout	1	3	2	4	0	1	1	1	0	2	
Success rate	92%	91%	81%	64%	91%	79%					
Dropout rate	7,7%	9,4%	9,5%	10,3%	0,0%	2,6%	3,4%	2,7%	0,0%	4,8%	
Average study duration	4,7	4,3	4,2	4,4	4,1	4,5					
Average final grade ⁴	1,77	2,04	2,15	2,08	2,84	2,60	2,11	2,31			

IIV: Full-time students; IIB: Part-time students of the Master's programme International Industrial Management; f: female; m: male

¹⁾ Percentage of the regular cohort

²⁾ Foreign students including incoming, double degree and regular foreign students

³⁾ Percentage of the enlarged cohort. Foreign students including incoming, double degree and regular foreign students; the first two groups are added to the regular students

⁴⁾ cohort 2019 IIV and IIB: grade point average 1st to 3rd semester inclusive

In the Assessment Report drawn up by FIBAA after the initial accreditation, the panel members drafted a few conditions and recommendations. FHJ has followed up on these and developed the programme further. Some of the changes are for example:

- In order to make its unique selling propositions internationally compatible, the study programme has examined the education market nationally and also outside Austria in the coherence analysis.
- The recommendation to might consider offering more electives that should be selected to match the departmental strategy was taken up in the revision of the degree programmes and fully implemented by introducing two major electives with 30 ECTS credits each in the 3rd semester and an additional elective course with 2 ECTS credits (freely chooseable in the Master's courses of the whole department) in the 4th semester.
- In the previous accreditation, the panel proposed that in order to enhance the instruments of quality assurance even further, FHJ might translate the evaluation results into a published list of measures, which should be implanted, reviewed, adapted and documented systematically and regularly. Such a list is now implemented as a tracking tool.
- In order to further enhance these additional services even more, FHJ expanded its career counselling and alumni activities (more under chapter 4.5).

Appraisal

According to the statistical data provided by FH Joanneum, there seems to be a constant demand for both Master programmes. The application rate indicates quite steady numbers – the application rate was always above the capacity limit of the degree programmes. The panel noticed that in the study programme **Global Strategic Management**, despite the high application rate, the capacities were not fully utilised and comparatively few students began their studies. One of the reasons given by the HEI was that many of the applicants did not meet the required content-related entry qualifications (see chapter 2) and therefore could not be admitted to the degree programme. On the positive side, the panel noted the low drop-out rates, which are indicators of the very well-functioning support system for students (see chapter 4.1). The distribution of men and women is also satisfactory from the panel's point of view.

According to the panel, the changes that FH Joanneum made in the last accreditation period led to a positive development of the programme **International Industrial Management**. The panel especially appreciates that the HEI took the panels' recommendations seriously and implemented them in the programme (e.g., a further development of career counselling (see chapter 4.5).

Programme Description and Appraisal in Detail

1. Objectives

1.1 Objectives of the study programme (Asterisk-Criterion)

Global Strategic Management (MA)

This Master programme shall prepare advanced students for operational and strategic business management tasks in companies. Within the framework of the focus directions, specialisation takes place in one of three fields: Global Strategic Decision Making, Global Leadership and HR Management or Global Green and Social Business. FHJ states that the professional fields of activity (for all focus areas) cover the entire spectrum of entrepreneurial activities in an international context, such as strategy, business development, innovation management, accounting and controlling, financial management, marketing, sales and compliance. Especially in the three focus areas, fields of activity in the areas of strategic decision-making processes, HR management and sustainable business activities are also included.

In this programme, students will be prepared for career opportunities in a wide range of professional environments and positions, from profit to non-profit organisations, from production and service-oriented companies to consumer goods and industrial goods industries. This degree programme shall qualify its future graduates to be successful professionals in companies of all sizes. The focus directions lead to a slight differentiation among future graduates. Graduates who have completed the focus “Global Strategic Decision Making” are more likely to gain a foothold in positions such as “Management Assistant”, “Controller” or “Analyst”, while graduates who have completed the focus “Global Leadership and HR Management” are more likely to find a position in human resources management or human resources development. Graduates who have completed the focus area “Global Green and Social Business”, on the other hand, are prepared for companies or organisations that are committed to sustainability or sustainable business activities (Cf. p. 21 Self-Assessment Report GMM).

According to FHJ students receive application-oriented training, i.e. training geared to their future profession. There will be an increased focus on interactive formats, practical projects and case studies. The project “Business Lab and Company Dialogue” includes projects to be worked on by the students, which should have a clear reference to the respective subject area and high practical relevance. Within the framework of project work or group work, excursions and/or guest courses, the students should, among other things, repeat the basics of project management and also apply them directly. In the practical exercise “Career Development and Assessment Training”, students are allowed to understand the different facets of their personality and to develop a clear view of personal development and career planning. They are also specifically prepared for assessments in an intercultural environment and practice self-presentation for job interviews. Besides, the master’s thesis should be related to the chosen direction of specialisation and must contain an applied part. The HEI enables students to write the thesis in cooperation with a company (Cf. p. 23 Self-Assessment Report GMM).

According to FHJ, the learning outcomes of the programme correspond to level 7 of the National Qualification Framework (Cf. p. 23 Self-Assessment Report GMM).

The qualification objectives are constantly reviewed for their adequacy and up-to-datedness through surveys and involvement of potential employers, alumni and evaluations. For example in 2018 FHJ carried out a survey to learn about the needs and expectations from potential students, the trends in the expectations of employers, and the specific needs of the labour market (Cf. p. 24 Self-Assessment Report GMM).

International Industrial Management (DI)

The Master Programme aims to train students for positions with management, leadership, and personnel responsibility. In particular, the communicative aspect is emphasized by specific soft skill lectures and by holding more than 55 % of all courses in English (and a second foreign language of choice) to increase the international employability of graduates.

Those graduates of the Master's Programme who have previously completed an industrial engineering Bachelor's programme will deepen their knowledge of understanding and evaluating production processes (Production Technologies & Optimization module) in the first semester. Based on this, FHJ states that graduate can analyse and evaluate the technologies and processes of suppliers and customers in industrial supply chain engineering and thus to increasingly incorporate integration and cooperation aspects into the considerations of companies, or they thereby obtain the technical competencies that they need as industrial engineers for the specialisation Smart Production & Service. Graduates of technical bachelor's programmes do not have to complete this module, as they have specific technical knowledge due to their technical training; they take the Industrial Management & Engineering module with the focus on cost accounting and controlling, production management, quality management, process management, supply chain management and information management (Cf. p. 23 Self-Assessment Report IIM).

On the other hand, the degree programme imparts skills to the future graduates that enable them to act successfully in leadership functions. As far as skills are concerned, the focus is primarily on leadership, communication, negotiation, and foreign language skills. These skills are combined in module group "Integrativ" (IN), Social Skills and Leadership; in this way, the students shall acquire interdisciplinary qualifications and develop their personalities (Cf. p. 44 Self-Assessment Report IIM).

According to FHJ, the learning outcomes of the programme correspond to level 7 of the National Qualification Framework (Cf. p. 23 Self-Assessment Report IIM).

FHJ constantly reviews its objectives by means of feedback mechanisms: Firstly, through institutionalised written feedback from companies that contract projects with the Institute and the Master's degree programmes every year. Secondly, through an industry advisory board with several meetings a year. And thirdly, through the informal, direct feedback of in-service students in courses or institutionalised feedback meetings (Cf. pp. 21f. Self-Assessment Report IIM).

Appraisal:

The panel considers that with no doubt, FH Joanneum regularly involves alumni and industry partners in order to further develop both programmes (see chapter 1.3). FHJ constantly reviews both programme objectives in an above-average manner and continuously adapts them according to the results. Thus, the qualification and competence objectives of both degree programmes are fully taken into account in relation to the target groups and the selected professional field. The qualification objectives refer to the scientific qualification, the employability as well as the personality development of the students. The panel is convinced that the programme's objectives correspond to Master level qualification and that they take account of level 7 of the National Qualification Framework.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1.1* Objectives of the study programme (Asterisk Criterion)		x ²			

1.2 International orientation of the study programme design (Asterisk Criterion)

Both programmes

According to FHJ, the international activities are considered to be of major importance for the quality of university education. Mobility options in the form of studies, placements and excursions abroad are therefore integrated into all curricula with the aim of further promoting the international profile. Furthermore, FHJ places emphasis on the international orientation of the curriculum's content (see chapter 3.1) and lecture/student body (see chapter 3.4) as well.

Teaching mobility activities are supported as a priority within ERASMUS+. The HEI aims to increase the number of faculty members who will teach at partner institutions and will support them accordingly. In 2018/19, FHJ reported 36 outgoing-lecturers (ERASMUS+) and 31 incoming lecturers (ERASMUS+). Additionally FHJ has an International Office which provides students with a variety of offers like cultural evenings, "Tandem+ programmes" (for exchanges between international and Austrian students), or language courses. Furthermore, the administration office of the programme employs someone who has studied English. Finally, PCs in the computer rooms of the programme are set up entirely in English. (Cf. p. 26 Self-Assessment Report GMM, p. 27. Self-Assessment Report IIM)

Global Strategic Management (MA)

The programme design considers the required international and multicultural aspects in terms of curricular contents, which are entirely taught in English. FHJ states that it provides a broad view

² Both programmes

of the global economy and global interrelationships and developments in terms of economic, social, cultural, legal, political, and technological issues and incorporates i.e., the following courses contain mainly international topics: “Global Markets and National Development”, “International Economics and Trade”, “International and Transnational Law”, “International Accounting and Controlling”, “Global Production and Supply Chain Management”, “International Marketing, Pricing and Sales” and “International Corporate Finance”. In addition, a compulsory semester abroad is planned in the third semester. The students shall be familiar with crucial aspects of project and export financing as well as the consolidation of multinational companies.

FHJ has a network of nearly 400 international partner universities. The 74 partner universities of the Institute of International Management are located in approximately different 50 countries of six continents (Cf. p. 26 Self-Assessment Report GMM).

International Industrial Management (DI)

According to FHJ, the programme is a strategically and internationally focused degree programme, which prepares students to take responsibility and even become industrial executives in an international environment. Due to the growing relevance of international supply chains for almost all sizes of companies, graduates should not only work as experts in the fields on industrial engineering and management (Wirtschaftsingenieurwesen) but also contribute towards the internationalization of Austria’s industries and businesses (Cf. p. 24 Self-Assessment Report IIM).

To enhance international employability, communication was given particular attention with the inclusion of soft skills, foreign languages – Advanced English plus a voluntary choice of a second foreign language (e.g. Spanish or Russian) – to the curriculum. More than 55 % of courses in the programme are held in English and students may spend one semester abroad. Furthermore, incoming exchange students can gain up to 30 ECTS credits in subjects held in English at the study programme. Additionally, there is a Double Degree cooperation with the University of Udine/Italy and the National Kaohsiung University of Science and Technology (NKUST)/Taiwan. There are also comprehensive buddy programmes for foreign students, both from the Double Degree Programme as from regular incoming students for one semester (Cf. p. 24 Self-Assessment Report IIM). Furthermore, guest speakers with international experience are regularly invited to add a global business perspective to certain subjects (see chapter 3.3).

Overall, the programme has 23 partnership agreements with universities all over the world and provides assistance to incoming students. In addition, the programme has access to more than 300 partnership agreements of the university. Regular students in the study programme of “International Industrial Management” have the opportunity to study abroad for one and, in some cases, even two semesters during the Master’s Programme (Cf. p. 26 Self-Assessment Report IIM).

Appraisal:

With regard to the international orientation the panel is of the opinion that both of the programme designs considerably take into account the required international aspects with respect to the graduates’ employability. Furthermore, the panel is of the opinion that due to the

international teaching staff and the various opportunities to go abroad (e.g. through the double degree option in the IIM degree programme or a compulsory stay abroad in the GMM degree programme), the aspect of internationality is given a high priority in both degree programmes. In addition, in both degree programmes a very high proportion of courses are held in English - 55% of the courses in IIM are held in English and the entire curriculum in GMM is held in English. Through the research and teaching mobility between FH Joanneum and its partner universities, the students can benefit from internationally experienced lecturers. Therefore, the panel assesses the overall international orientation of the Master programmes' design as above average.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1.2*	International orientation of the study programme design (Asterisk Criterion)		X			

1.3 Positioning of the study programme

Global Strategic Management (MA)

FHJ states that nationally and internationally comparable offers exist, but sometimes with completely different focus areas and/or specialisations. Strategic international management is taught at various universities worldwide. However, "Global Strategic Management" focuses on management not only from an international, but a global perspective. The three specialisation options are, according to FHJ, a unique selling point of the programme. Large areas of strategic management are taught, and yet there is a focus per specialisation. The programme was developed specifically for the regional market, since in the Styrian region ("Steiermark"), there is only a very small number of master's programmes in International Business Administration. Likewise, in Graz there are only limited educational offers in the field of HR and Leadership and in the fields of Green and Social Business and Decision Making/M&A. "Global" serves as an extension of the restriction to "international. (Cf. p. 28 Self-Assessment Report GMM)

FHJ states that the master programme distinguishes itself through the following points (Cf. p. 28 Self-Assessment Report GMM):

- The programme differentiates itself through the specialisation options.
- The programme is taught entirely in English.
- No tuition fees are to be paid for the master's programme (exception: Students from non-EU/EEA countries are required to pay a cost contribution).
- Their intercultural expertise qualifies graduates to take up leading management roles – both in Austrian companies as well as in the trading centres and future markets around the world.
- In the second semester, the project "Business Lab and Company Dialogue" includes projects to be worked on by the students, with a clear reference to the respective subject area and high practical relevance. The project shall prepare students for working life.
- Furthermore, the mandatory semester abroad, which makes an important contribution to the intercultural education of students, is also very valuable in preparing students for professional life in a global environment.

- The students are expected to carry out a project during their semester abroad to deepen their project management competence as well as intercultural awareness and communication.
- The courses in the fourth semester are of holistic/interdisciplinary character, thus learned content is also comprehensively interlinked, which in turn is important for the economy.

In terms of the positioning of the programme in the job market, FHJ states that the professional fields of activity (for all focus areas) cover the entire spectrum of entrepreneurial activities in an international context, such as strategy, business development, innovation management, accounting and controlling, financial management, marketing, sales and compliance. Especially in the three focus areas, fields of activity in the areas of strategic decision-making processes, HR management and sustainable business activities are also included. In 2018 FHJ conducted an extensive needs and acceptance analysis of the relevant employment markets for the graduates. According to FHJ, diverse stakeholders were involved in the composition of the development team and the demand and acceptance analysis. While selecting the development team's members, the head of the study programme made sure to include not only academic staff, but also relevant representatives from the industry, with international business experience (Cf. p. 29 Self-Assessment Report GMM).

The study programme manages regional and international projects in cooperation with companies and institutions in trade and industry, banking and insurance, tourism, and healthcare – amongst others. The international network of academic and corporate partners shall enable students to gain valuable experience abroad by spending a semester at a foreign university or completing an internship with an international company (Cf. p. 32 Self-Assessment Report GMM).

International Industrial Management (DI)

According to FHJ the Master's Programmes International Industrial Management (full-time/part-time) offer studies with a focus on a wide, interdisciplinary industrial engineering education with key competencies in the areas of business, technology, applied computer science and social skills in an international context. Moreover, an elective major specialisation is possible in “Supply Chain Engineering” and “Smart Production & Services (Cf. p. 29 Self-Assessment Report IIM):

- *Smart Production & Services*: with this specialisation, the current development of the industry for more demand for industrial engineering graduates with competences in the digitalisation of production and in the resulting development of new business models (keyword Industry 4.0) is taken up.
- *Supply Chain Engineering*: offers in-depth know-how for optimising the value chain with Focus on technical oriented Supply Management and Sales (no other programmes in Austria) with its specific relevance for industrial companies (horizontal optimisation / supply chain management).

FHJ states that the unique selling point of the proposed degree programme lies in the specific specialisation offered from the third semester onwards. Only those educational offerings at the tertiary level of education were considered that have overlaps with International Industrial Management in their overall profile. The primary geographic frame of reference is Austria, specifically southeaster Austria (Cf. pp. 29f Self-Assessment Report).

Additional aspects mentioned for positioning are for example (Cf. pp. 28f Self-Assessment Report:

- Focus on digitalisation / smart production & services (Industry 4.0)
- Both, full time and part-time programmes available for students (according to FHJ there is no such an Industrial Management (Wirtschaftsingenieur) programmes in styria).
- “Take a chance”-option for full time students: the courses in the 3rd semester have been offered on *Friday afternoons* and *Saturdays*: this enables full-time students to enter professional life early. The 4th semester can optionally be completed full-time or part-time (on weekends).
- Title: students graduate with the degree »Diplomingenieur« (Master of Science), which is, according to FHJ, a brand at Austrians job market.
- No fee EU citizens.
- Focus on implementation of theory in practice
- High qualified lecturers (from business, science, consulting etc. in a balanced mix).
- Strong national and international networks in business and science: partner uni-versities; research projects with other universities and businesses; cooperation networks
- Smart Production Lab: In addition, the Institute has built up a partner network of industry and industry-related services for Smart Production, especially for topics in the Master’s Programmes.

In terms of the positioning of the programme in the job market for graduates, FHJ states that as a strategically and internationally oriented degree programme in industrial engineering, this programme is designed for management positions in industry in almost all functions of a company. This is because, in addition to the general management approach, specialisation is also possible for example, through a specific previous academic education (e.g., technical chemistry or mechanical engineering). Hence, graduates can find work as industrial engineers in production, trade, and services, regardless of the sector. They can take on interdisciplinary positions, which require an ability to combine and adapt technical and business thought processes. When the study programme was conceived, the university conducted an extensive needs and acceptance analysis of the relevant employment markets for graduates; the findings of which were comprehensively taken into account. Until now, up to now 370 students have successfully completed the programme. The first graduates entered the labour market in summer 2013. The graduates work for example as Development Project Manager, Consultant or Head of logistics (Cf. pp. 30-33 Self-Assessment Report IIM).

Both study programmes

The Department of Management and thus also the Institute of Industrial Management and the Institute of International Management consider international activities to be very important for the quality of higher education. As a result, international exchange is a priority at all institutes of the Department of Management and mobility opportunities in the form of studies, internships and excursions abroad are integrated into all curricula to further promote the international profile of the university, of the department and its institutes.

Appraisal:

The positioning of the study programmes in the educational market is plausible to the panel. Beside the information given in the self-assessment report the panel also got the information during the interviews that students have decided to study at FHJ because of the university's good reputation. The high proportion of English-language courses and the internationality of the degree programmes (see chapter 3.4) demonstrate the international focus in the educational market.

Furthermore, the panel follows FHJ's statement on the matching of the programmes with both FH Joanneum's and the Department of Management's strategic concept. The Department's focus on international activities and on the connection of theory and practice is clearly being reflected in the programme's curriculum.

According to the panel, the practical relevance is particularly pronounced in both degree programmes. FHJ not only has extensive contacts with practice (see chapter 4.3), but also involves relevant representatives from the industry in the further development of the degree programmes through needs and acceptance analysis and other evaluations. The resulting findings are comprehensively taken into account in the conception of the degree programme and can therefore be found in the qualification goals.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1.3	Positioning of the study programme					
1.3.1	Positioning of the study programme in the educational market			X		
1.3.2	Positioning of the study programme on the job market for graduates („Employability“)		X			
1.3.3	Positioning of the study programme within the HEI's overall strategic concept			X		

2. Admission

Global Strategic Management (MA)

Applicants who have completed a bachelor's degree with at least 180 ECTS credits in business, economics or other social sciences with a focus on business or an equivalent degree from an accredited domestic or foreign post-secondary education institution meet the admission requirements for the master's degree programme. The university also welcomes graduates of other bachelor's degree programmes with at least 180 ECTS credits or graduates with equivalent diplomas from accredited domestic or foreign post-secondary educational institutions, which have completed at least 50 ECTS credits in business-related subjects (whereby also business-related subjects such as business law, business statistics, business mathematics, business psychology, economic geography, etc. fall under that since they usually are part in economic science studies or can be attributed as such). If the previous accomplishments are not presented in the form of ECTS credits, or cannot be converted into ECTS credits, an "equivalent basic business education" will be used as the evaluation criterion.

All applicants who fulfill the application requirements will be invited to the admission process. Applicants are invited to an admission day if they meet the admission requirements and have submitted their application in full by the given deadline. They will receive an e-mail with detailed information about the admission day.

FHJ conducts a selection procedure that consists of the following elements and weightings:

- A written test: Performing methodical, subject-specific and/or interdisciplinary tasks (35 %)
- Interview with the admissions committee (35 %)
In addition to questions about motivation, career plans, expectations as well as team skills and soft skills, the interview may also examine subject-specific knowledge. The interview is conducted by the admissions committee in English.
- Overall assessment of the prior education (15 %)
- Complete evaluation of prior practical experience (15 %)

International Industrial Management (DI)

The admission requirements for this programme include

- The successful completion of a bachelor degree programme of at least 180 ECTS credits or an equivalent qualification
- Completion of any Bachelor's or Master's degree programme in industrial engineering and management ("Wirtschaftsingenieurwesen") or in engineering
- Proven record of at least the following core subject areas:
 - Business management subjects: 14 ECTS credits
 - Logistics and process management: 8 ECTS credits
 - Production engineering subjects and quality management: 6 ECTS credits
 - Applied informatics: 10 ECTS credits
 - Engineering subjects: 30 ECTS credits

All applicants who fulfil the formal requirements are invited to undergo the admission process. The admission process for the Master's Programmes consists of following elements and weightings:

Table 3: Weighted Criteria in the admission process (IIM)

	Criteria	Full-time weighting	Part-time weighting
1.	Problem solving assignment (written case study)	40 %	30 %
2.	Interview with the admission board (psychologist or HR-manager, staff member)	35 %	35 %
3.	Academic record of previous education (Bachelor and/or Master thesis 10 %, grading in the previous study programme 5%)	15 %	15 %
4.	Proof of professional experience and vocational skills	5 %	15 %
5.	Content, creativity, and format of application	5 %	5 %

Both study programmes

The national admission requirements for the programme are taken from both the Austrian Law for Quality Standards in Higher Education and the Austrian Education Act for Universities of Applied Sciences as well as the Austrian accreditation regulation guideline. The admission requirements can be found online at FH Joanneum's homepage³.

Since more than 55 % of the IIM programme is taught in English and the language of instruction in the GMM programme is also English, the language competency must be equivalent to Level B2 of the Common European Framework of Reference for Languages. Language skills are to be confirmed with a certificate unless they are mentioned in the applicants' school leaving certificates or similar diplomas. In certain cases, there is also the possibility to assess the English language skills directly in the interview, if the applicants do not have an official document, but have, for example, worked abroad in an English-speaking country for years or have attended an international school/university.

In unclear cases, the head of the study programme will check whether the entry requirements are met. If a degree is fundamentally equivalent to the outlined degrees and only individual supplements to the full equivalence are missing, additional exams, which will have to be taken in the course of the present master's degree, can be taken to make up for missing ECTS credits in specific subject areas. The applicants concerned will be informed in written form about the additional exams and the time frame in which they have to be completed during the admission procedure.

³ **GMM:** The admission criteria are published on the webpage for the respective study specialisation: Global Strategic Decision Making: <https://www.fh-joanneum.at/global-strategic-decision-making/master/en/admissions/application-requirements/>, accessed on 30.07.2021
Global Leadership and HR Management: <https://www.fh-joanneum.at/global-leadership-and-hr-management/master/en/admissions/application-requirements/>, accessed on 30.07.2021
Global Green and Social Business: <https://www.fh-joanneum.at/global-green-and-social-business/master/en/admissions/application-requirements/>, accessed on 30.07.2021
IIM: <https://www.fh-joanneum.at/international-industrial-management/master/en/admissions/application-requirements/>, accessed on 30.07.2021

International students are required to furnish proof of sufficient knowledge of German (applies to non-native German speakers only). Language competency must be equivalent to Level B2 of the Common European Framework of Reference for Languages. Students from non-EU/EEA countries are required to pay a cost contribution of 727 euros per semester. In the event of acceptance, applicants from these countries are required to transfer a cost contribution for the first two semesters (1,454 euros) to FHJ in advance. Students from the EU, EEA or Switzerland are not required to pay a cost contribution.

The admission procedure is documented and based on § 4 of the “Study and Examination Regulations” of FHJ, as well as according to the defined criteria of the internal “Guidelines for the Selection Procedure”. Applicants are informed in written form about the results of the procedure. On request, individual results can be inspected by the interested parties.

Concerning the counselling of prospective students the Study Center provides a central student counselling service. The employees answer questions in person, via phone, mail or chat and help with the orientation. Besides that, open house and virtual open house events are offered on regular dates. Information events provide prospective students with information about the large portfolio of degree programmes, career prospects and campus life in Graz, Kapfenberg and Bad Gleichenberg. Further consultations are provided by the Division for Continuing Education, Study Administration and Study Law, the programme’s office and the head of the study programme for specific questions. Additionally, a peer concept in study counselling was established, where current students pass on their experiences to potential newcomers.

Appraisal:

FH Joanneum has clearly regulated the admission requirements for both programmes. Counselling for prospective students takes place and is constant available. A Study Center provides a central student counselling service and can be reached through different media. From the conversations during the digital assessment, the panel was able to see the high level of service orientation of the FH Joanneum as well as the effort put into the selection of students.

In terms of the selection procedure, FH Joanneum compiled a clear procedure with several steps (admission test, interview etc.) which are transparently described on their homepage. For both degree programmes, English language competence at level B2 is required to ensure that students can successfully complete the courses. Because FH Joanneum informs all applicants in writing about the admission decision (including detailed information on the results) the admission decision is with no doubt based on transparent criteria.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
2.1*	Admission requirements (Asterisk Criterion)			X		
2.2	Counselling for prospective students		X			
2.3*	Selection procedure (if relevant)			X		
2.4(*)	Professional experience (if relevant; Asterisk Criterion for master programmes that require professional experience)					X
2.5*	Ensuring foreign language proficiency (Asterisk Criterion)			X		
2.6*	Transparency and documentation of admission procedure and decision (Asterisk Criterion)		X			

3. Contents, structure and didactical concept of the programme

3.1 Contents

Global Strategic Management (MA)

In total, all courses and modules of the programme can be assigned to four major areas (“Global Strategic Management”, “Global Markets”, “International Finance”, “Research and Informatics”) and three specialisation options (“Global Strategic Decision Making”, “Global Leadership and HR Management”, “Global Green and Social Business”). The programme’s qualification objectives are implemented through the following curriculum and contents:

Table 4: Curriculum: Global Strategic Management (MA)

1. Semester										
LV-Nr	LV-Bezeichnung	LV-Typ	SWS	Anzahl Gruppen	VO	UE	ASWS	ALVS	Modul	ECTS
21071101	Strategy, Business Development and Innovation	ILV	3	1	1.5	1.5	3	45	Modul 1	5
21071102	Human Resources and Business Organisation	ILV	2	1	1	1	2	30	Modul 2	2.5
21071103	Business Ethics and Compliance	ILV	2	1	1	1	2	30	Modul 2	2.5
21071104	Contemporary World History	ILV	2	1	1	1	2	30	Modul 3	2.5
21071105	Global Markets and Internationalisation	ILV	2	1	1	1	2	30	Modul 3	2.5
21071106	International Economics and Trade	ILV	2	1	1	1	2	30	Modul 4	2.5
21071107	International and Transnational Law	ILV	2	1	1	1	2	30	Modul 4	2.5
21071108	International Accounting and Controlling	ILV	3	1	1.5	1.5	3	45	Modul 5	5
21071109	Business Informatics and Technologies	ILV	3	1	1.5	1.5	3	45	Modul 6	5
Summenzeile:			21				21	315		30
LVS = Summe SWS*LV-Wochen			315							
2. Semester										
LV-Nr	LV-Bezeichnung	LV-Typ	SWS	Anzahl Gruppen	VO	UE	ASWS	ALVS	Modul	ECTS
21071201	Global Production and Supply Chain Management	ILV	2	1	1	1	2	30	Modul 7	2,5
21071202	International Marketing, Pricing and Sales	ILV	2	1	1	1	2	30	Modul 7	2,5
21071203	Global Financial Environment	ILV	2	1	1	1	2	30	Modul 8	2,5
21071204	International Corporate Finance	ILV	2	1	1	1	2	30	Modul 8	2,5
21071205	Research Methods and Statistics	ILV	3	1	1,5	1,5	3	45	Modul 9	5
Fokus Global Strategic Decision Making										
21071206	Global Strategic Decision Making	ILV	3	1	1,5	1,5	3	45	Modul 10	5
21071207	Business Intelligence and Business Analytics	ILV	2	1	1	1	2	30	Modul 11	2,5
21071208	Mergers, Acquisitions and Strategic Alliances	ILV	2	1	1	1	2	30	Modul 11	2,5
21071209	Business Lab and Company Dialogue	PT	2	1	0	2	2	30	Modul 12	5
Fokus Global Leadership and HR Management										
21071210	Advanced HR Management	ILV	3	1	1,5	1,5	3	45	Modul 13	5
21071211	Global Leadership and Change Management	ILV	2	1	1	1	2	30	Modul 14	2,5
21071212	Conflict Resolution and Negotiations	ILV	2	1	1	1	2	30	Modul 14	2,5
21071213	Business Lab and Company Dialogue	PT	2	1	0	2	2	30	Modul 15	5
Fokus Global Green and Social Business										
21071214	Global Green and Social Business	ILV	3	1	1,5	1,5	3	45	Modul 16	5
21071215	Natural Resources and Environment	ILV	2	1	1	1	2	30	Modul 17	2,5
21071216	CSR and Sustainable Partnerships	ILV	2	1	1	1	2	30	Modul 17	2,5
21071217	Business Lab and Company Dialogue	PT	2	1	0	2	2	30	Modul 18	5
Summenzeile:			20				38	570		30
LVS = SummeSWS*LV-Wochen			300							
3. Semester										
LV-Nr	LV-Bezeichnung	LV-Typ	SWS	Anzahl Gruppen	VO	UE	ASWS	ALVS	Modul	ECTS
21071301	Accompanying Seminar	SE	2	1	0	2	2	30	Modul 19	5
21071302	Global Campus - Electives 1: Global Strategic Management	ILV	0	1	0	0	0	0	Modul 19	10
Fokus Global Strategic Decision Making										
21071303	Global Campus - Electives 2: Global Strategic Decision Making	ILV	0	1	0	0	0	0	Modul 20	10
21071304	Project Management and Project Work	PT	1	1	0	1	1	15	Modul 20	5
Fokus Global Leadership and HR Management										
21071305	Global Campus - Electives 2: Global Leadership and HR Management	ILV	0	1	0	0	0	0	Modul 21	10
21071306	Project Management and Project Work	PT	1	1	0	1	1	15	Modul 21	5
Fokus Global Green and Social Business										
21071307	Global Campus - Electives 2: Global Green and Social Business	ILV	0	1	0	0	0	0	Modul 22	10
21071308	Project Management and Project Work	PT	1	1	0	1	1	15	Modul 22	5
Summenzeile:			3				5	75		30
LVS = SummeSWS*LV-Wochen			45							

4. Semester

LV-Nr	LV-Bezeichnung	LV-Typ	SWS	Anzahl Gruppen	VO	UE	ASWS	ALVS	Modul	ECTS
21071401	Advanced Topics in Global Strategic Management	SE	2	1	0	2	2	30	Modul 23	2,5
21071402	Interdisciplinary Strategic Cases	SE	2	1	0	2	2	30	Modul 23	2,5
21071403	Career Development and Assessment Training	UE	2	1	0	2	2	30	Modul 23	2,5
21071404	Master's Thesis Seminar	SE	1,5	2	0	1,5	3	45	Modul 24	2,5
21071405	Master's Thesis and Master's Exam	MA	0,5	30	0	0,5	15	225	Modul 24	20
Summenzeile:			8				24	360		30
LVS = SummeSWS*LV-Wochen			120							

According to FHJ, the curriculum intends to impart the specialised knowledge as well as the competences and skills that are necessary for successfully managing entrepreneurial activities in a global context in order to meet the requirements associated with the professional fields of activity. The first semester consists of modules 1 - 6 and is intended to bring all students to a uniform level of knowledge. The students are taught the basics in connection with Global Strategic Management. They should work through the contents interactively and thus be prepared for their chosen specialisation option. The courses in the first semester are attended by all students from all three specialisation options, which is also intended to help them get to know each other and build a team within the cohort (Cf. p. 44 Self-Assessment Report GMM).

In the second semester, the topics are taught at an advanced level. From the second semester onwards, three specialisation options are offered. From module 10 onwards, the separation into the respective specialisations thus takes place. This enables students to specialise in currently relevant subject areas. Each specialisation option consists of three modules in the second semester: an introductory course (which covers the basics of the respective subject area), two courses for special topics within the specialisation option, and a practical project ("Business Lab and Company Dialogue"). In the "Business Lab and Company Dialogue", the students work on projects that have a clear reference to the respective subject area as well as a high practical relevance. Within the framework of project work or group work, excursions and/or guest courses, the students should, among other things, repeat the basics of project management and also apply them directly (Cf. p. 44 Self-Assessment Report GMM).

In the third semester, students complete a mandatory semester abroad at a selected partner university of FHJ. The semester abroad is divided into the following areas (Cf. p. 45 Self-Assessment Report GMM):

- Students shall complete general electives at master's level amounting to 10 ECTS credits regarding the following areas: Global Strategic Management, Global Markets, International Finance and/or Research and Informatics - this corresponds to the major subject areas of the degree programme. Furthermore, foreign language courses amounting to a maximum of 5 ECTS credits may be completed, whereby neither the student's own native language(s) nor the English language may be chosen for this purpose.
- Furthermore, there will be an "Accompanying Seminar" (SE) with 5 ECTS credits, which is offered as accompaniment during the semester abroad in remote form. Here, students have the opportunity to discuss diversity and cultural backgrounds and to reflect on their experiences abroad. This should enable them to develop personally and consolidate their intercultural competencies.
- The students shall also select courses at the master's level to the extent of 10 ECTS credits which have a clear connection to the chosen focus direction.

- The students shall also carry out a project during their semester abroad to deepen their project management competence as well as intercultural awareness and communication. The project should preferably be carried out with or for a company based in the respective country and should have a clear connection to the chosen focus area. The project comprises 5 ECTS credits and is normally supervised and assessed remotely by teachers of FHJ.

In the fourth semester, the interdisciplinary and holistic linking of the contents learned is in the focus. The courses included in the fourth semester are attended by all students of the three specialisation options. In the tutorial “Career Development and Assessment Training”, students are specifically prepared for assessments in an intercultural environment and practise self-presentation for job interviews. In the seminar “Interdisciplinary Strategic Cases”, students practise interdisciplinary thinking and argumentation, work on case studies related to Global Strategic Management, and thus prepare for the master's exam. The master's thesis should have a clear reference to the chosen focus direction (Cf. p. 53 Self-Assessment Report GMM). The Master Thesis as well as the master's exam and the “Master's Thesis Seminar” together form module 24 (“Master's Thesis and Exam”). The “Master's Thesis Seminar” is held in two groups and supports students in their research work and in writing their thesis.

The graduates receive the academic title “Master of Arts in Business” (MA). According to FHJ, the HEI thus follows the guidelines of the Federal Ministry Republic of Austria for Education, Science and Research for this business degree. The FHJ’s development team decided to no longer focus the content of the programme only on “emerging markets” in the future, as the term “emerging markets”, according to FHJ, has become ubiquitous. Today and in the future, the interaction between established industrialised countries and the emerging countries of tomorrow has become increasingly relevant, i.e. holistic management in a global world. Therefore, the new study programme will be called “Global Strategic Management” (Cf. p. 47 Self-Assessment Report GMM).

Regarding the integration of theory and practice, FHJ claims that in this programme, theoretical and practical contents are linked in all courses throughout the four semesters. Almost all courses are of the type ILV (integrated course), i.e. courses are planned with courses and practical exercise parts. Besides that, there will be a focus on interactive formats, practical projects and case studies. Cooperation with companies is promoted within the framework of projects, excursions and master's theses, which can be written in cooperation with companies. Additionally (international) experts in the respective field or persons from practice will be directly involved in teaching within the framework of guest courses and the teaching of courses by external lecturers (Cf. p. 47 Self-Assessment Report GMM).

According to FHJ, the programme is oriented towards interdisciplinary thinking and transdisciplinary problem solving. The courses in each semester shall guarantee a common understanding of problems from the perspective of divergent disciplines. Lecturers have diverse scientific backgrounds (economics, business, technology, engineering, law, psychology, etc.) which also encourage interdisciplinary thinking throughout the entire study programme. Furthermore, during the mandatory semester abroad, students must complete an interdisciplinary

project. Moreover, the fourth semester focuses on a practical, holistic, and interdisciplinary perspective (especially in the subject “Interdisciplinary Strategic Cases”, which can also be considered as a preparation for the master’s exam) (Cf. p. 48 Self-Assessment Report GMM).

Ethical issues are explicitly dealt with in the course “Business Ethics and Compliance” in the first semester. In addition, ethical discussions of relevant issues take place in other courses (e.g. “International and Transnational Law” and “Global Markets and National Development”). Ethical aspects are also addressed in more detail in the specialisation “Global Green and Social Business”. Overall, the master’s programme shall provide students with the opportunity to go deeper into the moral and ethical concerns for leaders and businesses in today’s society. Guest courses by teachers from e.g. Russia, Lebanon, etc. shall promote intercultural discussions and reflections (Cf. p. 49 Self-Assessment Report GMM).

Methodological competences and scientific practice are trained in the following subjects: In the first semester, the course “Business Informatics and Technologies” includes – besides others – the advanced usage of word processing and spreadsheets programmes as well as the basics in data analysis and data science. In the second semester, the course “Research Methods and Statistics” will cover a broad spectrum of research methods and statistical analysis tools, and students will be specifically prepared for writing their master's thesis. Fundamentally, the statistics programme “R” is taught. In the “Master's Thesis Seminar” in the fourth semester, research methods are examined in greater depth. For example, scientific work and literature search are discussed again (Cf. pp.49f. Self-Assessment Report GMM).

The master's thesis must contain an applied part and it must have a clear link to the chosen specialisation to enable students to further consolidate what they have learned in this area. There are precise guidelines regarding the master's thesis and the master's exam. The students will be able to carry out an independent research project and will write a scientific master's thesis independently according to international standards. Students are informed of the assessment criteria of the master’s thesis by written regulations of the head of the programme, including an evaluation form with all criteria and their weightings. The final master’s exam is a board examination. The master’s exam consists of three parts:

- Presentation of the Master thesis
- Defence examination of the Master Thesis
- Case Study: the question/s about the case study must first be concisely answered (the case study can be prepared for 90 minutes directly before the exam). The aim is to show the examination committee members that students can analyse complex questions in a multidimensional and interdisciplinary way and logically derive analyses and recommendations (Cf. pp. 50f Self-Assessment Report GMM).

International Industrial Management (DI)

The programme’s qualification objectives are implemented through the following curriculum and contents:

Table 5: Curriculum: International Industrial Management (DI) (full-time)

1 st Semester								
Course Number	Course Name	Course Type	SWH	Number of groups	ASWH	TH	Module	ECTS(CP)
170590101	International Marketing & Market Research	IL	2	1	2	30	MA1	2,5
170590102	Purchasing and Supplier Management	IL	3	1	3	45	MA1	4
170590103	Quality & Risk Management	IL	2	1	2	30	TE3	2,5
170590104	Factory Planning & Lean Production	IL	3	1	3	45	TE3	4
170590105	Social Competences & Conflict Management	IL	2	2	4	60	IN1	2
170590106	Change Management	IL	2	1	2	30	IN1	2
170590107	Operations Analytics & Simulation	IL	2	1	2	30	TE4	3
Focus	Entry-level modules for graduates of an industrial engineering bachelor's degree program							
170590108	Process Engineering	IL	2	1	2	30	TE1	2
170590109	Process and Technological Assessment	IL	4	1	4	60	TE1	5
170590110	Advanced Production Technologies	IL	2	1	2	30	TE1	3
Focus	Entry-level modules for graduates of a technical bachelor's degree program							
170590111	Cost Accounting and Management Accounting (Controlling)	IL	2	1	2	30	TE2	3
170590112	Production & Quality Management	IL	2	1	2	30	TE2	2
170590113	Logistics and Process Management	IL	2	1	2	30	TE2	3
170590114	Applied IT & Information Management	IL	2	1	2	30	TE2	2
Total			24		34	510		30
LVS = Total SWH*course-weeks			360					

2 nd Semester								
Course Number	Course Name	Course Type	SWH	Number of groups	ASWH	TH	Module	ECTS(CP)
170590201	Advanced Strategic Management	IL	1,5	1	1,5	22,5	MA2	3
170590202	Strategic IT-Management	IL	1,5	1	1,5	22,5	MA2	2
170590203	CSR (Sustainable Development)	IL	1,5	1	1,5	22,5	MA2	2,5
170590204	Law for Production & Procurement, Sales	IL	3	1	3	45	IN2	3
170590205	Law for Executives	SE	1	1	1	15	IN2	1
170590206	International Management Accounting	IL	2	2	3	45	MA3	2
170590207	Innovation Management & Entrepreneurship	IL	1,5	1	1,5	22,5	MA3	2,5
170590208	Advanced Project Management	IL	1	2	2	30	TE5	1
170590209	Tools for Scientific Work & Research	SE	2	1	2	30	TE5	2
170590210	Industrial Research Project	PR	1	1	1	15	TE5	11
Total			16		18	270		30
LVS = Total SWH*course-weeks			240					

3 rd Semester								
Course Number	Course Name	Course Type	SWH	Number of groups	ASWH	TH	Module	ECTS(CP)
Fokus	Smart Production & Services							
170590301	Smart Manufacturing & Simulation	IL	2	2	3	45	TE8	3
170590302	IT in Production	IL	2	2	3	45	TE8	3
170590303	Management Accounting in Production	IL	1	1	1	15	TE9	1,5
170590304	Production Data Analysis & Big Data	IL	1	2	2	30	TE9	1,5
170590305	Business Planning in Production	IL	2	1	2	30	TE9	3
170590306	Special Topics in Smart Production (Industrie 4.0)	IL	2	2	3	45	TE10	4
170590307	Case Studies Global Operations & Services	IL	2	1	2	30	TE10	3
170590308	Industrial Service Engineering	IL	2	1	2	30	TE11	2
170590309	Lab Advanced Production	IL	2	3	4	60	TE11	5
170590310	Leadership & Human Resource Management in Production	IL	2	1	2	30	IN4	2
170590311	Intercultural Communication in Production	IL	2	2	4	60	IN4	2
Focus	Supply Chain Engineering							
170590312	Customer Relationship-Management	IL	2	1	2	30	MA4	3
170590313	Supply Chain Simulation	SE	2	1	2	30	MA4	3
170590314	Management Accounting in Procurement	IL	1	1	1	15	MA5	1,5
170590315	Management Accounting in Sales	IL	1	1	1	15	MA5	1,5
170590316	Business Planning in Supply Chains	IL	2	1	2	30	MA5	3
170590317	Special Topics in Supply Chain Engineering (Industrie 4.0)	IL	2	1	2	30	TE6	4
170590318	Case Studies Technical Procurement & Technical Sales	SE	2	1	2	30	TE6	3
170590319	IT in Procurement	IL	2	2	3	45	TE7	3
170590320	IT in Sales	IL	2	2	3	45	TE7	4
170590321	Leadership & Human Resource Management in Supply Chain	IL	2	1	2	30	IN3	2
170590322	Intercultural Communication in Supply Chain	IL	2	2	4	60	IN3	2
Total			20		52	780		30
LVS = Total SWH*course-weeks			300					

4th Semester

Course Number	Course Name	Course Type	SWH	Number of groups	ASWH	TH	Module	ECTS(CP)
170590401	Global Economics	IL	1,5	1	1,5	22,5	MA6	2
170590402	Product Lifecycle Management	IL	1,5	1	1,5	22,5	TE12	2
170590403	Diploma thesis/Master Thesis	DT	0	0	0	0	DA	23
170590404	Seminar Master Thesis	SE	1	12	12	180	DA	1
Elective Modules								
170590405	Elective Module 1: Negotiations	IL	2	2	4	60	IN5	2
170590406	Elective Module 2: Elective in the Department of Management	IL	0	0	0	0	IN5	2
Total			6		19	285		30
LVS = Total SWH*course-weeks			90					
Total of all semesters:			66		123	1845		120
Total of all semesters:			990					

Optional courses "International Industrial Management full time"

1st Semester

Course Number	Course Name	Course Type	SWH	Number of groups	ASWH	TH	Module	ECTS(CP)
170590115	2. Foreign language 1 (optional subject)	FR	2	1	2	30		2
Total			2		2	30		2
LVS = Total SWH*course-weeks			30					

2nd Semester

Course Number	Course Name	Course Type	SWH	Number of groups	ASWH	TH	Module	ECTS(CP)
170590210	2. Foreign language 2 (optional subject)	FR	2	1	2	30		2
Total			2		2	30		2
LVS = Total SWH*course-weeks			30					

3rd Semester

Course Number	Course Name	Course Type	SWH	Number of groups	ASWH	TH	Module	ECTS(CP)
170590323	Intercultural Management (optional subject)	FR	2	1	2	30		2
Total			2		2	30		2
LVS = Total SWH*course-weeks			30					

SWH – semester work hour, ASWH – average semester work hour, TH – teaching hours, ECTS (CP) – Credit points

Table 6: Curriculum: International Industrial Management (DI) (part-time)

1st Semester

Course Number	Course Name	Course Type	SWH	Number of groups	ASWH	TH	Module	ECTS(CP)
170590101	International Marketing & Market Research	IL	2	1	2	30	MA1	3
170590102	Purchasing and Supplier Management	IL	3	1	3	45	MA1	4,5
170590103	Quality & Risk Management	IL	2	1	2	30	TE3	3
170590104	Factory Planning & Lean Production	IL	3	1	3	45	TE3	4,5
170590105	Operations Analytics & Simulation	IL	2	1	2	30	TE4	3
Focus Entry-level modules for graduates of an industrial engineering bachelor's degree program								
170590106	Process Engineering	IL	2	1	2	30	TE1	2,5
170590107	Process and Technological Assessment	IL	4	1	4	60	TE1	6
170590108	Advanced Production Technologies	IL	2	1	2	30	TE1	3,5
Focus Entry-level modules for graduates of a technical bachelor's degree program								
170590109	Cost Accounting and Management Accounting (Controlling)	IL	2	1	2	30	TE2	3,5
170590110	Production & Quality Management	IL	2	1	2	30	TE2	2,5
170590111	Logistics and Process Management	IL	2	1	2	30	TE2	3,5
170590112	Applied IT & Information Management	IL	2	1	2	30	TE2	2,5
Total			20		28	420		30
LVS = Total SWH*course-weeks			300					

2nd Semester

Course Number	Course Name	Course Type	SWH	Number of groups	ASWH	TH	Module	ECTS(CP)
170590201	Advanced Strategic Management	IL	1,5	1	1,5	22,5	MA2	3
170590202	Strategic IT-Management	IL	1,5	1	1,5	22,5	MA2	2
170590203	CSR (Sustainable Development)	IL	1,5	1	1,5	22,5	MA2	2,5
170590204	Law for Production & Procurement, Sales	IL	3	1	3	45	IN2	3
170590205	Law for Executives	SE	1	1	1	15	IN2	1
170590206	International Management Accounting	IL	2	2	3	45	MA3	2
170590207	Innovation Management & Entrepreneurship	IL	1,5	1	1,5	22,5	MA3	2,5
170590208	Advanced Project Management	IL	1	2	2	30	TE5	1
170590209	Social Competences & Conflict Management	IL	2	2	4	60	IN1	2
170590210	Change Management	IL	2	1	2	30	IN1	2
170590211	Tools for Scientific Work & Research	SE	2	1	2	30	TE5	2
170590212	Industrial Research Project	PR	1	1	1	15	TE5	7
Total			20		24	360		30
LVS = Total SWH*course-weeks			300					

3rd Semester

Course Number	Course Name	Course Type	SWH	Number of groups	ASWH	TH	Module	ECTS(CP)
Focus								
170590301	Smart Manufacturing & Simulation	IL	2	2	3	45	TE8	3
170590302	IT in Production	IL	2	2	3	45	TE8	3
170590303	Management Accounting in Production	IL	1	1	1	15	TE9	1,5
170590304	Production Data Analysis & Big Data	IL	1	2	2	30	TE9	1,5
170590305	Business Planning in Production	IL	2	1	2	30	TE9	3
170590306	Special Topics in Smart Production (Industrie 4.0)	IL	2	2	3	45	TE10	4
170590307	Case Studies Global Operations & Services	IL	2	1	2	30	TE10	3
170590308	Industrial Service Engineering	IL	2	1	2	30	TE11	2
170590309	Lab Advanced Production	IL	2	3	4	60	TE11	5
170590310	Leadership & Human Resource Management in Production	IL	2	1	2	30	IN4	2
170590311	Intercultural Communication in Production	IL	2	2	4	60	IN4	2
Focus								
170590312	Customer Relationship-Management	IL	2	1	2	30	MA4	3
170590313	Supply Chain Simulation	SE	2	1	2	30	MA4	3
170590314	Management Accounting in Procurement	ILV	1	1	1	15	MA5	1,5
170590315	Management Accounting in Sales	IL	1	1	1	15	MA5	1,5
170590316	Business Planning in Supply Chains	IL	2	1	2	30	MA5	3
170590317	Special Topics in Supply Chain Engineering (Industrie 4.0)	IL	2	1	2	30	TE6	4
170590318	Case Studies Technical Procurement & Technical Sales	SE	2	1	2	30	TE6	3
170590319	IT in Procurement	IL	2	2	3	45	TE7	3
170590320	IT in Sales	IL	2	2	3	45	TE7	4
170590321	Leadership & Human Resource Management in Supply Chain	IL	2	1	2	30	IN3	2
170590322	Intercultural Communication in Supply Chain	IL	2	2	4	60	IN3	2
Total			20		52	780		30
LVS = Total SWH*course-weeks			300					

4th Semester

Course Number	Course Name	Course Type	SWH	Number of groups	ASWH	TH	Module	ECTS(CP)
170590401	Global Economics	IL	1,5	1	1,5	22,5	MA6	2
170590402	Product Lifecycle Management	IL	1,5	1	1,5	22,5	TE12	2
170590403	Diploma thesis/Master Thesis	DT	0	0	0	0	DA	23
170590404	Seminar Master Thesis	SE	1	13	13	195	DA	1
Elective Modules						0		
170590405	Elective Module 1: Negotiations	IL	2	2	4	60	IN5	2
170590406	Elective Module 2: Elective in the Department of Management	IL	0	0	0	0	IN5	2
Total			6		20	300		30
LVS = Total SWH*course-weeks			90					
Total of all semesters:			66		124	1860		120
Total of all semesters:			990					

Optional courses "International Industrial Management part time"

1st Semester

Course Number	Course Name	Course Type	SWH	Number of groups	ASWH	TH	Module	ECTS(CP)
170590115	2. Foreign language 1 (optional subject)	FR	2	1	2	30		2
Total			2		2	30		2
LVS = Total SWH*course-weeks			30					

2nd Semester

Course Number	Course Name	Course Type	SWH	Number of groups	ASWH	TH	Module	ECTS(CP)
170590210	2. Foreign language 2 (optional subject)	FR	2	1	2	30		2
Total			2		2	30		2
LVS = Total SWH*course-weeks			30					

3rd Semester

Course Number	Course Name	Course Type	SWH	Number of groups	ASWH	TH	Module	ECTS(CP)
170590323	Intercultural Management (optional subject)	FR	2	1	2	30		2
Total			2		2	30		2
LVS = Total SWH*course-weeks			30					

SWH – semester work hour, ASWH – average semester work hour, TH – teaching hours, ECTS (CP) – Credit points

According to FHJ, the curriculum is intended to provide students with those competences and skills that are required for successful work in industrial management in alignment with the qualification profile in order to meet the requirements associated with the job profile of an international industrial manager (in the sense of industrial engineer). The competency and qualification profile includes relevant professional knowledge that enables the graduates to make informed decisions concerning business and engineering management in the servo-industrial sector (manufacturing, industrial services, manufacturing-oriented service industries) (Cf. p. 44 Self-Assessment Report IIM).

The programme consists of four modules: Management, Technology, Integrative and Master Thesis. Two elective modules are offered in the first semester of the programme. Students with a bachelor's degree in industrial management or industrial engineering must complete the elective module TE1 "Production Technologies and Optimisation", students with another technical bachelor's degree must complete the elective module TE2 "Industrial Management & Engineering". The introductory modules are offered jointly for both "full-time" and "part-time" organisational forms. All students, whether from full-time or part-time programmes, can only take one of the two engineering modules with 10 ECTS credits (full-time)/12 ECTS credits (part-time) each. In the third semester, two major specialisations "Supply Chain Engineering" and "Smart Production & Services" are offered. The limited financial resources of the public sector make a cost-neutral approach necessary. Due to this, all specialisation courses for full-time and part-time students are offered simultaneously on Friday afternoons and Saturdays in the third semester (Cf. p. 54 Self-Assessment Report IIM).

The programme imparts skills to the future graduates that enable them to act in leadership functions. As far as skills are concerned, the focus is primarily on leadership, communication, negotiation, and foreign language skills. These skills are combined in module group "Integrativ" (IN), Social Skills and Leadership (Cf. p. 44 Self-Assessment Report IIM).

Academic writing is another integral part of the Master degree programme since the students have to write a thesis (“Master’s Thesis“) in their final semester and they are specifically prepared for this assignment from their first semester (module group Scientific Research and Project Work) onwards. As early as in the first semester, they deal with scientific methods within the subject “Tools for Scientific Work and Research“. In the second semester an “Industrial Research Project” with national and international industrial companies is conducted. This module focuses on interdisciplinary qualifications that are relevant to both their future occupational fields and a possible subsequent doctoral programme (Cf. p. 45 Self-Assessment Report IIM).

According to FHJ, the graduates receive the academic title “Diplomingenieur (DI)” for technical/scientific professions. This is based on the goals of the study programme, the occupational fields of activity, the specific focus of the curriculum and the general profile of the study programme. The HEI states that this academic title connects to the well-known brand “Wirtschaftsingenieur” in German-speaking countries and, therefore, should offer an advantage for alumni on the job market. It is equal to a Master of Science, used in English-speaking countries, and can be translated as MSc in English applications (Cf. p. 47 Self-Assessment Report IIM).

Regarding the programme name, International Industrial Management was chosen because of the following (Cf. p. 48 Self-Assessment Report IIM):

- *international* because the target group (industry) is increasingly internationally oriented (see export//import rates of Austria, importance of Global Sourcing)
- it meets the needs of the target group (industry) to bridge the gap between engineering and business management through alumnis of its industrial management study programme
- it fosters students/alumni to be able to develop leadership and managerial responsibility

In terms of integration of theory and practice, FHJ states that the primary objective is to offer the students practice-oriented professional training at higher education level within a limited period. FHJ demonstrates this integration through the modules itself, lecturers that are former executives, and during interdisciplinary project work, that takes place constantly in all semesters. Theoretical and practical contents in the programme are linked also through applied Industrial Research Projects of the students, combined with participation of students of the bachelor’s programme. In these projects the study programme provides expertise and skills which allow companies to work effectively in their respective business environments. As an example, the institute has already successfully implemented more than 500 industrial projects with the industry (Cf. p. 92 Self-Assessment Report IIM).

According to FHJ, the programme places a strong emphasis on inter- and transdisciplinary problem solving. FHJ states that the study programme is devised to incorporate an above-average degree of inter- and transdisciplinary concepts. The interdisciplinary qualifications are a result of orientation of International Industrial Management the additional qualifications, which are necessary in industrial management – such as foreign languages, intercultural management, intercultural communication in production/in supply chain are co-ordinated so that they guarantee in parallel a common understanding of problems from the perspective of divergent disciplines. In addition, lecturers come from various fields (economics, business, technology,

engineering, law, psychology, etc.) which should also contribute to interdisciplinary thinking (Cf. p. 50 Self-Assessment Report IIM).

Regarding the ethical aspects the FHJ states that the students should be able to demonstrate an ability to assess social and ethical consequences of managerial decisions and demonstrate awareness of ethical aspects of research and management practice. The lecture “CSR (Sustainable Development)” has been included to the curriculum to encourage students to reflect about the responsibility they will have to face, being in charge of company decisions which effects the biological and human environment: to get aware of the impact of business actions, to examine and to discover ways to find acceptable compromises. Besides this lecture “CSR (Sustainable Development)”, moral and ethical issues are key components of many lectures. The master programme also provides students with the opportunity to go deeper into the moral and ethical concerns for leaders and businesses in today’s society (Cf. p. 51 Self-Assessment Report IIM).

The ability to reflect with scientifically proven criteria is practised and fostered in a lecture called “Methods for Scientific Work & Research”. Secondly, every student is supported individually during the master’s thesis, which is why there is a course called “Seminar for Master’s Thesis” in the fourth semester. During this course, the students are supported by their supervising tutors in order to clarify individual questions. In this seminar students may also discuss their research topic with colleagues who are doing research in similar fields (Cf. p. 52 Self-Assessment Report IIM).

Students have to submit a Master Thesis in the last semester. Students have to prove the success of their professional education in their thesis, by working on a topic, which is scientifically relevant to the degree, by independently researching the topic according to academic standards, and in an academically appropriate style. The following Master Thesis’ assessment follows a catalogue of criteria, which FHJ presents to the students in the first semester. The following Master examination consists of a public committee exam in front of a committee. According to FHJ, the students are adequately informed thereof in advance. The exam consists of the following elements (Cf. pp. 52f Self-Assessment Report IIM):

- Presentation of the master's thesis (in English)
- Defence of the master's thesis (in English)
- Examination based on selected major specialisation
- Discussion that addresses the cross-connections of the topic of the master's thesis to relevant subjects of the curriculum

Students are fully informed of the assessment criteria of the diploma examination by written regulations of the institute Industrial Management, including a formula with all criteria and their weightings (Cf. p. 53 Self-Assessment Report IIM).

Both study programmes

The examinations take place in accordance with FHJ’s examination regulations. FHJ uses a variety of performance assessment methods. These include written and oral examinations, presentations, participation, homework, research, project work and seminar papers etc., so that the best or most

suitable performance assessment can be chosen for each competence. In general, at least two different performance assessments must always take place in integrated courses (none of which may comprise a merely irrelevant part of the overall grade). Teachers are encouraged to design examinations with practice and practice-oriented questions. The exact performance assessment criteria are set out transparently and compulsorily in a standardised syllabus at the beginning of the semester. Performance assessments at the module level are possible, but mostly performance assessments are carried out at the course level (Cf. p. 5 Self-Assessment Report GMM, p. 52 Self-Assessment Report IIM).

Appraisal:

The curricula of both programmes adequately reflect the qualification objectives of the study programme. In the view of the panel the contents of the courses are oriented towards the intended learning outcomes. Both degree programmes offer specialisation options that enable students to acquire competences according to their individual preferences.

In terms of the degree awarded, the panel assessed the degree title “Master of Arts in Business (MA)” in the study programme **Global Strategic Management** as suitable. Regarding the degree title of the study programme **International Industrial Management**, the panel questioned why an English-language programme offers a degree as “Diplomingenieur”. The FH Joanneum explained that this degree has a special image in German-speaking countries and, therefore, should offer an advantage for alumni on the job market. The discussions with the students of the degree programme also confirmed this argument. The reasoning of the HEI is comprehensible to the panel and the degree title is in line with national requirements and corresponds to the content of the degree programme. Nevertheless, the panel **recommends** reviewing if the chosen degree title indeed corresponds to the international orientation of the programme.

Through extensive use of practical cases, FH Joanneum clearly explains theoretical questions by means of practical examples. Moreover, the panel concluded that theory and practice are systematically interrelated throughout the curriculum additionally by means of guest lecturers and practical projects. Therefore, theory and practical application complement each other in an above-average manner.

The curricula of the programmes have an interdisciplinary design and thus promote interdisciplinary thinking. According to the panel, especially the interdisciplinary qualifications are a result of international orientation such as foreign languages and intercultural communication. Because the lecturers have an international background and/or international experience (see chapter 4.1), the students’ interdisciplinary thinking is further strengthened. By means of the courses “CSR (Sustainable Development)” in the study programme **International Industrial Management** and “Business Ethics and Compliance” in the study programme **Global Strategic Management**, FHJ sufficiently includes ethical implications into the curriculum.

The acquisition of methodological competence and the ability to work scientifically are guaranteed in the study programmes and correspond to the qualification level required for both Master programmes. In both programmes, courses such as "Research Methods and Statistics" (**Global Strategic Management**) and "Methods for Scientific Work & Research" (**International**

Industrial Management) are chosen to ensure methodological competence and the ability to work scientifically. In addition, the seminar "Master's Thesis Seminar" is offered in both degree programmes in the last semester to support the students in the context of their final thesis. There are precise guidelines regarding the master's thesis and the master's exam that students receive early on.

The level of performance in examinations and the Master Thesis are aligned with the learning outcomes of the courses in terms of form and content. The requirements are in line with the level necessary to attain the desired qualification level. Furthermore, FHJ uses a sufficient variety of test formats such as presentations, project works or home assignments.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.1	Contents				
3.1.1*	Logic and conceptual coherence (Asterisk Criterion)		X		
3.1.2*	Rationale for degree and programme name (Asterisk Criterion)		X		
3.1.3*	Integration of theory and practice (Asterisk Criterion)		X		
3.1.4	Interdisciplinary thinking		X		
3.1.5	Ethical aspects		X		
3.1.6*	Methods and scientific practice (Asterisk Criterion)		X		
3.1.7*	Examination and final thesis (Asterisk Criterion)		X		

3.2 Structure

	GMM	IIM
Projected study time	2 years (4 semesters)	2 years (4 semesters)
Number of Credit Points (CP)	120 ECTS credits	120 ECTS credits
Workload per CP	25 hours	25 hours
Number of modules	24	4
Time required for processing the final thesis and awarded CP	562,5 working hours (22,5 ECTS credits) in the fourth semester	625 working hours (25 ECTS credits) in the fourth semester
Number of contact hours	585 hours (52 SWH ⁴ in total = 52 * 15 weeks per semester = 780 course units * 45 minutes)	990 hours (66 SWH * 15 units)

⁴ The abbreviation SWH stands for „semester working hour“ and is translated from the German word „Semesterwochenstunde (SWS)“.

Global Strategic Management (MA)

A uniform 2.5 or 5 ECTS credits has been set for most of the courses to make it easier for incoming students and to adapt to the Bologna criteria. Therefore, the Modules consist of 5 ECTS credits in each of the first two semesters, i.e. one or two courses. In the third semester, there are also modules with 10 and 15 ECTS credits. Only the fourth semester deviates from this logic, as there are only two modules with 7.5 and 22.5 ECTS credits. According to FHJ, the Bologna criteria were used to calculate the workload and to convert the ECTS credits. One course unit corresponds to 45 minutes. The allocation of ECTS credits to the individual courses can be seen in the curriculum matrix (chapter 3.1). 30 ECTS credits are awarded per semester. This corresponds to a workload of 750 working hours per semester (1,500 working hours per year).

FHJ states that the programme is organised in a work-friendly study-mode. Work-friendly means that the timetable is optimised for students' working lives. In the first and second semesters, classes are only held on Wednesday afternoons and all day on Thursday and Friday. The third semester is a semester abroad. In the fourth semester, students have one month of blocked classes left and are then free to work on their master's thesis and gain further work experience (Cf. p. 59 Self-Assessment Report GMM).

Table 7: Module Overview: GMM - Specialisation "Global Strategic Decision Making"

ECTS	Semester 1	Semester 2	Semester 3	Semester 4
2,5	Global Strategic Management 1	Global Strategic Management 3	Global Strategic Management 4	Global Strategic Management 5
5	Global Strategic Management 2	International Finance 2		Master's Thesis and Master's Exam
7,5	Global Markets 1	Research and Informatics 2		
10	Global Markets 2	Global Strategic Decision Making 1		
12,5	International Finance 1	Global Strategic Decision Making 2		
15	Research and Informatics 1	Global Strategic Decision Making 3		
17,5			Global Strategic Decision Making 4	
20				
22,5				
25				
27,5				
30				

Table 8: Module Overview: GMM - Specialisation "Global Leadership and HR Management"

ECTS	Semester 1	Semester 2	Semester 3	Semester 4		
2,5	Global Strategic Management 1	Global Strategic Management 3	Global Strategic Management 4	Global Strategic Management 5		
5						
7,5	Global Strategic Management 2	International Finance 2				
10						
12,5	Global Markets 1	Research and Informatics 2	Global Leadership and HR Management 4	Master's Thesis and Master's Exam		
15						
17,5	Global Markets 2	Global Leadership and HR Management 1				
20						
22,5	International Finance 1	Global Leadership and HR Management 2				
25						
27,5	Research and Informatics 1	Global Leadership and HR Management 3				
30						

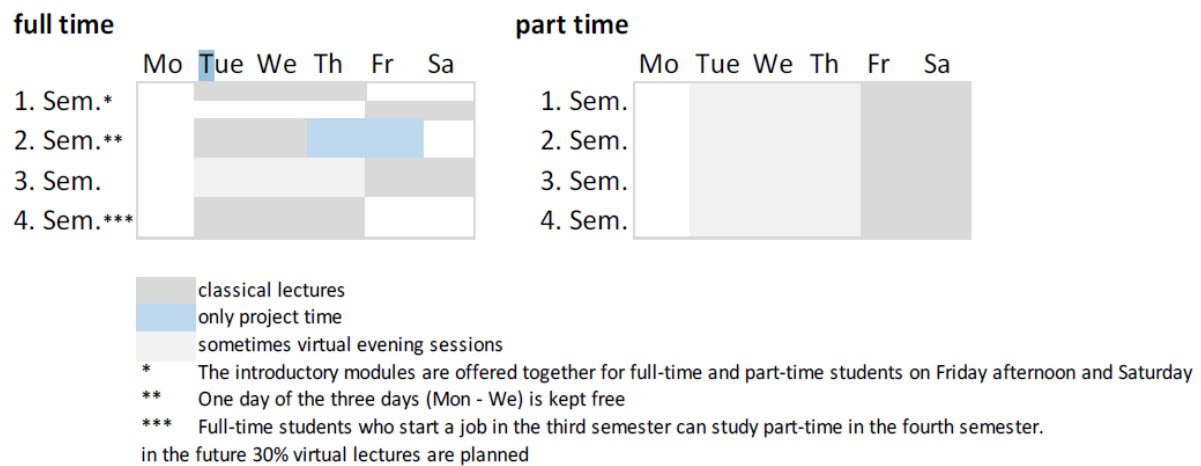
Table 9: Module Overview: GMM - Specialisation "Global Green and Social Business"

ECTS	Semester 1	Semester 2	Semester 3	Semester 4		
2,5	Global Strategic Management 1	Global Strategic Management 3	Global Strategic Management 4	Global Strategic Management 5		
5						
7,5	Global Strategic Management 2	International Finance 2				
10						
12,5	Global Markets 1	Research and Informatics 2	Global Green and Social Business 4	Master's Thesis and Master's Exam		
15						
17,5	Global Markets 2	Global Green and Social Business 1				
20						
22,5	International Finance 1	Global Green and Social Business 2				
25						
27,5	Research and Informatics 1	Global Green and Social Business 3				
30						

International Industrial Management (DI)

The programme is organised in a full-time and in a part-time study-mode. According to FHJ, the Bologna criteria served as the foundation for calculating the workload and ECTS accreditation points. 30 ECTS credits are available each semester. This amounts to a workload of 750 hours per semester (1,500 per year). The modules included in the degree programme are all compulsory modules; therefore the specification of the module type (compulsory/elective module) is omitted.

Table 10: Lecture times International Industrial Management



The traditional lectures are held full-time from 9:00 a.m. all day, part-time on Fridays from 2:00 p.m. and on Saturdays from 8:30 a.m. The project time in the full-time Master is on Thursdays and Fridays. The third semester takes place exclusively during the classic lecture period of the part-time programme. In the fourth semester, students can choose whether they want to study full-time or part-time. This shall give them the opportunity to enter professional life earlier.

Table 11: Module Overview: International Industrial Management (DI) full-time

1 st Semester		2 nd Semester	3 rd Semester				4 th Semester
TE1: Production Technologies and Optimisation 10 ECTS	TE2: Industrial Management & Engineering 10 ECTS	MA2: Strategic Management 7,5 ECTS	Focus: Smart Production & Services	TE8: Smart Production I 6 ECTS	Focus: Supply Chain Engineering	MA4: Supply Chain Management 6 ECTS	MA6: Global Economics 2 ECTS
TE3: Lean Production 6,5 ECTS		IN2: Law for Executives 4 ECTS		TE9: Planning & Production Controlling 6 ECTS		MA5: Planning & Supply Chain Controlling 6 ECTS	TE12: Product Lifecycle Management 2 ECTS
MA1: Supply Chain Engineering I 6,5 ECTS	TE5: Research & Project 14 ECTS	MA3: International Management 4,5 ECTS		TE10: Smart Production II 7 ECTS		TE6: Supply Chain Engineering II 7 ECTS	IN5: Negotiations (Elective Modules) 2 ECTS
IN1: Leadership Competences 4 ECTS		TE11: Service Engineering & Production Lab 7 ECTS		TE7: Supply Chain Computing 7 ECTS		DA: Master Thesis 24 ECTS	
TE4: Operations Analytics 3 ECTS				IN4: Leadership in Smart Production 4 ECTS			
Technical Management Integrative							
Master Thesis (Technical and/or management)							

Table 12: Module Overview: International Industrial Management (DI) part-time

1 st Semester		2 nd Semester	3 rd Semester				4 th Semester
TE1: Production Technologies and Optimisation 12 ECTS	TE2: Industrial Management & Engineering 12 ECTS	MA2: Strategic Management 7,5 ECTS	Focus: Smart Production & Services	TE8: Smart Production I 6 ECTS	Focus: Supply Chain Engineering	MA4: Supply Chain Management 6 ECTS	MA6: Global Economics 2 ECTS
TE3: Lean Production 7,5 ECTS		IN1: Law for Executives 4 ECTS		TE9: Planning & Production Controlling 6 ECTS		MA5: Planning & Supply Chain Controlling 6 ECTS	TE12: Product Lifecycle Management 2 ECTS
MA1: Supply Chain Engineering I 7,5 ECTS	TE5: Research & Project 10 ECTS	MA3: International Management 4,5 ECTS		TE10: Smart Production II 7 ECTS		TE6: Supply Chain Engineering II 7 ECTS	IN5: Negotiations (Elective Module) 2 ECTS
TE4: Operations Analytics 3 ECTS		TE11: Service Engineering & Production Lab 7 ECTS		TE7: Supply Chain Computing 7 ECTS		DA: Master Thesis 24 ECTS	
				IN4: Leadership in Smart Production 4 ECTS			
Technical Management Integrative							
Master Thesis (Technical and/or management)							

Both study programmes

Study and exam regulations are defined in the document “Study and Examination Regulations” and “Guidelines: master’s thesis and master’s exam”. The individual points of the study and examination regulations are specified in the respective programme applications. The governing bodies of FHJ in terms of study law are the Academic Board of FHJ, the Academic Director and the respective heads of the study programmes. The procedures applied are governed by the University of Applied Sciences Act (“Fachhochschulgesetz”, FHG, federal law) and the Quality Assurance Act for Universities of Applied Sciences (“Hochschul-Qualitätssicherungsgesetz”, HS-QSG, federal law) in their most recent version, as well as the regulations of AQ Austria (“Fachhochschul-Akkreditierungsverordnung”, FH-AkkVO 2019) (Cf. p. 54 Self-Assessment Report GMM, p. 57 Self-Assessment Report IIM).

According to its own statement, FHJ recognises study abroad periods completed within the framework of a higher education programme at partner universities via Learning Agreements. The *ECTS Learning Agreement* or “Antrag-Anerkennung” for *Join Studies* are used as a central document in the recognition procedure. An ECTS study programme must be approved by both the home and the host institutions before the student leaves for the study period abroad. The FHJ has regulated the recognition of periods of study at other higher education institutions in accordance with the Lisbon Recognition Convention in their study and examination regulations under § 6 (1). Furthermore, graduates receive a Diploma supplement with an integrated grading table (Cf. p. 54 Self-Assessment Report GMM, p. 57 Self-Assessment Report IIM).

According to FHJ full-time administrative staff is available to students for questions and problems with the timetable and other deadlines. For questions about courses and exams students can contact their lecturers in person, by e-mail, MS teams or via telephone during office hours. The programme office has fixed office hours that students can use for all questions about their studies and/or personal matters. For important and urgent matters, there is an open-door-policy or appointments can be made at short notice – also with the head of the study programme. Additionally, FHJ provides appropriate support services as well as academic and general student counselling as follows: The Psychological Student Counselling Service offers support if needed. The degree programme provides intensive support for students and tries to respond to their individual needs.

When reviewing the workload, the evaluation findings are also considered, including student feedback and the programme’s success rate (Cf. p. 55 Self-Assessment Report GMM, pp. 59f. Self-Assessment Report IIM).

In terms of equality of opportunity the office for “Equality and Diversity” ensures equal opportunities during the application process and helps disabled students’ by modifying testing circumstances and offering additional support if required. This office is also the point of contact for all issues concerning gender, queer, and diversity topics. A lecture (introduction) on gender and diversity theory takes place every semester. The infrastructure of FHJ is adapted to the needs of the disabled. According to FHJ, the Equality Law (“Gleichbehandlungsgesetz”) is the determining factor and legal frame. There are additional measures taken that shall ensure these equal opportunities. To support students, who have to deal with special circumstances in their

lives, personal talks with the head of study programme can be arranged to discuss scheduling and recommending a more personalised programme organisation (Cf. p. 56 Self-Assessment Report GMM, p. 60 Self-Assessment Report IIM).

Appraisal:

Both study programmes

The programme consists of modules and assigns ECTS credits per module on the basis of the necessary student workload. The module descriptions provide detailed descriptions of intended learning outcomes and the information defined in the ECTS Users' Guide. The structure of both programmes supports the implementation of the curriculum and helps students to reach the defined learning outcomes.

There is a legally binding study and examination regulation that contains rules on course examinations, the Master Thesis and other forms of examinations which contain all necessary rules and procedures and take, where applicable, national requirements into account. In addition, the Austrian Education Act for Universities of Applied Sciences acts as legal basis for general objectives, academic degrees etc. The recognition of degrees and periods of study at other HEIs is regulated in accordance with the Lisbon Recognition Convention. Furthermore, FH Joanneum provides its graduates with diploma supplements.

FH Joanneum takes into account student feedback on the workload in order to adapt the workload, where necessary (for details, see chapter 5). FH Joanneum ensures gender equality and non-discrimination. Students with disabilities are provided with affirmative actions concerning time and formal standards/requirements throughout the programme and examinations.

Global Strategic Management (MA)

During the review of the module descriptions, the panel formed the opinion that the names of the modules are kept very general and thus have little significance for the content. For example, several modules are called "Global Strategic Management" (GSM1 - GSM 5) and offer different courses in the respective modules (e.g. module GSM 2 offers the courses "Fundamentals in HR Management" and "Business Ethics and Compliance" and module GSM 3 offers the courses "Global Production and SCM" and "International Marketing, Pricing and Sales"). The panel therefore **recommends** reconsidering the general titles of the modules and, if necessary, formulating them more concretely so that they reflect the contents of the respective modules more accurately.

Although FHJ uses at least one examination per single course unit, the panel formed the view that the overall number and frequency of the examinations are adequate. These findings were confirmed both by the students during the interviews and by the programme's success rate of 91%-95% (see chapter 0).

International Industrial Management (DI)

With regard to the allocation of ECTS credits, the panel noticed that depending on the study form of the degree programme (part-time or full-time), some modules are credited with different ECTS credits, although the learning objectives and module contents are identical according to the module descriptions.

According to FH Joanneum the Industrial Research Project in the 2nd semester has a higher ECTS credits for full-time students than for part-time students as the latter have more opportunities for practical reflection due to the relevant prior and professional experience. In addition, the courses in the part-time degree programme can be distributed in a more student-oriented way: the "smaller" project in the 2nd semester (part-time 7 ECTS credits instead of full-time 10 ECTS credits) allows a shift of two courses, so that the courses are distributed more evenly over the degree programme. The higher number of ECTS credits for full-time students in the practical reflection in the 2nd semester contrasts with the greater effort of part-time students in the preparatory, theoretical content of the 1st semester. Here, part-time students have more ECTS credits available for theoretical reflection. The panel finds the HEI's explanation understandable, but **recommends** reflecting on the teaching content and learning objectives of the modules concerned and, if necessary, adjusting them to bring them into line with the ECTS credits awarded.

The panel noticed several courses, which are part of a module and are credited with one or two ECTS credits. Each course concludes with a written or oral examination. This may lead to the situation that the interrelations between the courses of the module are not that present and the knowledge and competences obtained are specific to each course rather than provided in an overarching goal of the module. Therefore, the panel recommends reviewing whether students' learned competencies need to be tested in such a small scale. During the interviews, the students confirmed the well-functioning student services and found the workload and examination density to be appropriate. The success rate of the study programme in the full-time variant is also very high at 81-92% (see chapter O), so that overall the feasibility of the study programme's workload is guaranteed.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.2	Structure					
3.2.1*	Modular structure of the study programme (Asterisk Criterion)			X		
3.2.2*	Study and exam regulations (Asterisk Criterion)			X		
3.2.3*	Feasibility of study workload (Asterisk Criterion)			X		
3.2.4	Equality of opportunity			X		

3.3 Didactical concept

Both study programmes

All courses in the study programme are designed according to the learning outcomes. For each course, a syllabus has to be created which includes the learning outcomes, the course content, the course materials and the evaluation criteria. In this syllabus, also mandatory and recommended literature is shown. To avoid overlaps or redundancies and to check whether the content is still up to date, the lecturers in the study programme meet regularly to develop the courses and to discuss the course contents as well as course materials.

Within teaching and administration, digital tools and platforms (e.g. Moodle, MS Teams, etc.) are in constant use, which allows for an asynchronous and synchronous interaction between students, lecturers, and administrative staff of the study programme. Internal as well as external lecturers have access to this e-learning platform and use it to spread a variety of course materials, videos, e-learning activities, scripts, books (relevant literature and course books), journal articles, copies of power-point-presentations, electronic resources, and case studies (Cf. p. 60 Self-Assessment Report GMM, p. 66 Self-Assessment Report IIM).

Global Strategic Management (MA)

According to FHJ, the main goal of the didactical concept is to offer students a practice-oriented, applied education on a master's level. This should enable students to put theoretical and scientific knowledge and research skills into practice. By combining a broad, holistic business education with the possibility to focus on one of three main areas, the study programme aims to prepare future business experts for a global working environment. While the students receive advanced general business skills in the shared courses of the degree programme (mostly within the first and the fourth semester), the three specialisation options enable students to dive deeper into the topics they are most interested in (Cf. p. 57 Self-Assessment Report GMM).

To stay in line with the study programme's vision of modern, practically oriented teaching, all courses are designed to be as interactive as possible. Students are challenged to discuss the course contents and to critically reflect upon them. The majority of the programme's classes share the course-type "ILV" (course code for "integrated course"), which focuses mostly on student participation and active understanding, in contrast to a more traditional "lecture" setting. In addition to the beforementioned integrated courses, there are a number of seminars, projects and tutorials which the students have to complete throughout their studies. These classes further expand on the didactical concept of active participation and inclusion of the students. An emphasis is placed on project work and case studies, which are carried out both during the classes or as homework, in small groups or by individual students (Cf. p. 58 Self-Assessment Report GMM).

FHJ states that one of the most essential aspects in the study programme's didactical approach is combining a solid theoretical base with the ability to solve real-world problems. Hence, the duality of practical applications and scientific concepts / research is one of the central building blocks of the programme's teaching (among other things, through the project course "Business

Lab and Company Dialogue”) in the second semester aims to bridge the gap between theoretical skills and the real business world (Cf. p. 58 Self-Assessment Report GMM).

Since an international study programme requires extensive communication with stakeholders from various countries, guest courses conducted by international lecturers form an essential part of this study programme. The regular integration of guest lecturers will be a mandatory part of the programme’s didactical concept. For example in the module “Business Lab and Company Dialogue” external experts and guest lecturers are regularly invited to share their expertise with the students (Cf. p. 58 Self-Assessment Report GMM).

International Industrial Management (DI)

According to FHJ, the main goal of the didactic concept is to enable students to put theoretical and scientific knowledge and information into practice. The modularised teaching of theoretical content and its consolidation through accompanying practical exercises as well as the focus on interdisciplinary knowledge transfer provide students with in-depth insights into the complexities of industrial problems. The coupling of theory and practice is already reflected at the level of the courses themselves. The courses are offered as lectures with integrated exercises (ILV), seminars (SE), internships/project work (PT) or diploma thesis/master thesis (DA) (Cf. p. 61 Self-Assessment Report IIM).

A continuous language programme in English and a voluntary second foreign language (e.g., Spanish, Russian, Chinese, Italian, or French), which is geared to the specific requirements of a technical-business professional environment, forms a first essential focus of the specialised studies of social-communicative and intercultural skills. Furthermore, FHJ fosters learner independence through innovative forms of teaching and learning, in particular through e-learning. Therefore, FHJ complements traditional lectures, so that there is an ideal combination of class attendance and online sessions defined for each lecture (Cf. p. 61 Self-Assessment Report IIM).

Throughout their studies, students are guided and motivated to learn independently, take initiative and self-organisation during project work, seminars, and lectures with an integrated exercise component; especially during seminar work, the practice-oriented project in the second semester and the diploma thesis in the fourth semester. In many courses, study-related work (presentations, projects) is to be carried out by the students alone or in groups outside of the courses. Furthermore, working and development methods for the adequate solution of problems are explained in a subject-specific manner throughout the study programme. FHJ also uses methods like problem-based learning, projects and simulation games, and learning through research and scientific work, too. The lecturers meet on a regular basis to further develop the courses and discuss the course contents in order to avoid overlaps and redundancies (Cf. p. 64 Self-Assessment Report IIM).

The degree programme invites guest lecturers with international and national academic and professional experience. The ratio of foreign to national guest lecturers is: 20 % (foreign), 80 % (national) guest lecturers (Cf. p. 67 Self-Assessment Report IIM). Guest lecturers were for example:

[REDACTED]

Appraisal:

The didactical approaches, methods and tools are convincingly oriented towards the intended learning outcomes of the programmes. The panel found especially the described programmes' didactical concept with its linked theory and practice to be very convincing. Moreover, because the didactical concept puts great emphasis on the needs of the stakeholders the didactical methods are derived from these objectives and oriented towards the learning outcomes in an outstanding way. By using a lot of different teaching and learning methods, especially case studies and practical projects, the didactical concept is implemented ideally. The teaching and learning concept encourages the students to participate actively in the courses for example by group projects.

The course materials are oriented towards the learning outcomes and corresponded to the intended Master level. Not only are they up-to-date and encourage the students to engage in further independent studies, but they are also available to the students on the Moodle-platform. During the digital assessment, the panel was able to get an insight into the digital teaching content. Digital learning platforms are used extensively to support students.

Guest lecturers form a mandatory part of the didactical concept of both study programmes. Through classes or concrete series of lectures, their contribution forms a very visible and integral part of the study programmes' didactical concept and are therefore institutionalised. Moreover, the guest lecturers come from a variety of occupations, even from international companies, so the students gain profound insights. While the study programme **Global Strategic Management** is an initial accreditation, the panel is confident that it draws from the network of the programme's predecessor as well as the entire department and continues to be implemented very well.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.3 Didactical concept					
3.3.1* Logic and plausibility of the didactical concept (Asterisk Criterion)		X			
3.3.2* Course materials (Asterisk Criterion)		X			
3.3.3 Guest lecturers		X			
3.3.4 Lecturing tutors					X

3.4 Internationality

Global Strategic Management (MA)

According to FHJ, the implementation of the international orientation of the Master programme can be seen in various aspects: the curriculum provides a broad view of the global economy and global interrelationships. In following courses the focus is mainly on international topics: Global

Markets and National Development, International Economics and Trade, International and Transnational Law, International Accounting and Controlling, Global Production and Supply Chain Management, International Marketing, Pricing and Sales (Cf. p. 61 Self-Assessment Report GMM).

Courses are entirely taught in English. For students who want to improve their English, there are also regular English Warm-Up courses. Since all courses are taught in English, course materials and literature are provided in the English language. In the third semester, students will be required to study abroad at a partner university of FHJ in a country with a foreign language, which is highly relevant to the degree programme.

According to FHJ international aspects are further reflected in the internationality of the student body. As an example, in the period of 2018/19, FHJ reported a total of 213 outgoing students and 260 incoming students, of which 12 outgoing students and 26 incoming students were part of the master's programme "Business in Emerging Markets". The statistics on the student body of the previous programme "Business in Emerging Markets" indicate that each cohort consists of a great percentage of foreign students (Cf. p. 62 Self-Assessment Report GMM):

rate of foreign regular students (Cf. pp. 63f Self-Assessment Report GMM)

2020: EU: 26 percent / Non-EU: 26 percent / Total: 52 percent (approx.)

2019: EU: 17 percent / Non-EU: 29 percent / Total: 46 percent (approx.)

2018: EU: 39 percent / Non-EU: 33 percent / Total: 72 percent (approx.)

2017: EU: 20 percent / Non-EU: 15 percent / Total: 35 percent (approx.)

Outgoing students are supported by the outgoing coordinator at the institute as well as the International Office. In terms of the internationality of the faculty FHJ draws on five internal and three external international lecturers from USA, Slovenia, Croatia, Brazil, Portugal, Macedonia and Germany (Cf. p. 64 Self-Assessment Report GMM).

International Industrial Management (DI)

According to FHJ, the implementation of the international orientation of the Master programme can be seen, inter alia, in the following aspects (Cf. p. 67 Self-Assessment Report IIM):

- The curriculum was designed in an international context. For example following courses include international aspects: Intercultural Management, International Management Accounting, Intercultural Communication in Production, In-tercultural Communication in the Supply Chain or International Marketing & Market Research.
- More than 55 % of the courses are held in English
- Cooperation agreements with 23 partner universities in Europe and overseas (Belgium, Greece, Italy, Spain, Germany, Czech Republic, Mexico, Latvia, Sweden, Taiwan, Costa Rica, South Korea)
- A Double Degree Option
- International guest professors
- Students work in international companies either as full-time students in the course "Industrial Research Project" in general as part-time students with mostly full-time jobs.

According to FHJ around seven incoming students per year (about 10 % of the student cohort) come for one or two semesters. Since 2016 ten regular foreign students came to the study programme (Cf. p. 69 Self-Assessment Report IIM).

The faculty in the degree programme is very international. Many faculty members either have an international academic degree and/or international work experience or come from abroad. The international composition of the faculty is a fundamental element in the study programme. Around 13 lecturers have an international background or experience in an international context. Countries such as Spain, Poland, Great Britain and Ukraine are represented. In addition, international guest lecturers from e.g. the USA, China, Greece or Great Britain are regularly invited (Cf. pp. 71f Self-Assessment Report IIM).

The majority of 55 % of the courses (from the first to the fourth semester) are held in English. The master's thesis may be written in English and the defence of the thesis in front of a commission always follows in English. For those students who wish to improve their language skills in a second language, optional (voluntary) lectures are on offer.

Both study programmes

In addition, according to the FHJ, experience abroad is also a criterion in the selection process of lecturers. Lecturers have the possibility for teaching mobility activities with ERASMUS+. Based on the labour regulations at FHJ, employees also have the opportunity to take a sabbatical, which some of them use for deepening their intercultural skills.

Appraisal:

Global Strategic Management (MA)

By means of the programme's curriculum that contains mostly international aspects, a mandatory semester abroad, and is fully instructed in English language, the panel assesses the international contents as strongly anchored in the curriculum and promoted in an above-average manner. The proportion of international regular students, which has been above 50 % in the last three cohorts, is exceptional according to the panel members and clearly corresponds to the programmes' concept.

International Industrial Management (DI)

International contents are an integral part of the curricula. Students are thus prepared for the challenges in an international working environment. Through practical examples and international lecturers, students are enabled to act in an intercultural environment. The international composition of the faculty (teachers from different countries, teachers with international academic and professional experience) promotes the acquisition of international competences and skills. The international composition of the student body meets the panel's expectations and corresponds to the programme's concept.

Both study programmes

Because many faculty members either have an international academic degree, international work experience and/or come from abroad, the internationality of the faculty promotes the acquisition of international competencies and skills in an outstanding way. FH Joanneum also actively enables its teaching staff to gain international experience through teaching mobility activities. As both study programmes provide more than half of the programmes' language of instruction as well as the course materials and literature in English, the proportion of foreign language courses and materials is a predominate element.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.4	Internationality					
3.4.1*	International contents and intercultural aspects (Asterisk Criterion)		GMM	IIM		
3.4.2	Internationality of the student body		GMM	IIM		
3.4.3	Internationality of faculty		x			
3.4.4	Foreign language contents		x			

3.5 Multidisciplinary competences and skills (Asterisk Criterion)

Global Strategic Management (MA)

According to FHJ, in the course of their studies, students develop their leadership, communication and presentation skills through presentations, projects and group works in various courses and forms. Usually, in the first semester, students take part in the European Youth Award Festival, an event where students work in teams on a proposal for a start-up or an entrepreneur and then pitch their idea to a jury and the audience. In the project “Business Lab and Company Dialogue”, which is part of all three specialisation options and takes place in the second semester, through project or group work, presentations, case studies, and discussions, as well as through excursions and guest courses, the students will apply learned and new content related to their specialisation in practice. The students will revise and directly apply the fundamentals of project management. Additionally, forms of digital collaboration will be discussed and practiced in teams (Cf. p. 66 Self-Assessment Report GMM).

The “Accompanying Seminar”, which is offered as accompaniment during the semester abroad (third semester) in remote form, shall offer a very practice-oriented framework in which diversity and different cultural backgrounds will be reflected and thus will contribute to the personal development of the students. In the seminar, the students will be prepared for the semester abroad, and later on, they will present and reflect on their intercultural experiences made abroad (Cf. p. 67 Self-Assessment Report GMM).

International Industrial Management (DI)

In order to acquire multidisciplinary skills, FHJ covers communication, rhetoric and the capability for cooperation and conflict resolution by lectures like Social Competence & Conflict Management, Advanced Project Management and the Industrial Research Project as well as Change Management, Leadership & Human Resource Management in Supply Chain/in Production, Negotiations and Intercultural Management. Besides learning by doing multidisciplinary competencies and skills are enhanced in two courses explicitly dedicated to communication and interaction: Intercultural Communication in Production and Intercultural Communication in Supply Chain (Cf. p. 73 Self-Assessment Report IIM).

According to FHJ, special position takes the Industrial Research Project, which requires master students to work in a multidisciplinary way and to apply competences acquired in previous courses. The project aims at providing the students with a hands-on experience, addressing a current problem of a company (Master’s Programme full-time) or the institute (Master’s Programme part-time). In both cases students need to apply broad theoretical knowledge in order to structure and analyse the problem situation and/or to come up with a proper solution approach. Also, social and communication skills are enhanced during the Industrial Research Project through constant interaction with customer teams, presentations in project meetings, and internal cooperation with their teammates. In addition, they have to present their findings in front of a broad audience. The students acquire project management skills as they plan, define and manage the project and its team (Cf. pp. 73f Self-Assessment Report IIM).

In addition to the Industrial Research Project FHJ states that students are constantly challenged to improve their multidisciplinary competencies and skills also during regular course work. Most courses in the Master’s Programme include case studies, oral presentations of results in front of the entire audience of the class, group assignments, etc. (Cf. pp. 74 Self-Assessment Report IIM).

Appraisal:

Especially through project works the students are particularly well equipped with multidisciplinary competences and skills such as communication and public speaking skills, cooperation and conflict handling skills as well as intercultural skills. Overall, the panel has no doubt that the programme’s didactical concept (see also chapter 3.3) fosters the student’s acquisition of further multidisciplinary competencies adequately.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.5*	Multidisciplinary competences and skills (Asterisk Criterion)			x		

3.6 Skills for employment / Employability (Asterisk Criterion)

Global Strategic Management (MA)

The competences for employment are firmly anchored in the qualification objectives (see chapter 1.1). Thus this degree programme will prepare advanced students for operational and strategic business management tasks in companies of all sizes. The qualification objectives of the programme are systematically based on the specific requirements of the target group. In 2020, a survey was conducted as a supplement to a comprehensive demand and acceptance analysis from 2018 (Cf. p. 67 Self-Assessment Report GMM).

In the project “Business Lab and Company Dialogue” and during their semester abroad students shall deepen their project management competence as well as intercultural awareness and communication. In the fourth semester, in the course “Career Development and Assessment Training”, students will be able to understand the different aspects of their personality and have

a clear view of their personal development and career planning. Additionally, they will be prepared for assessments in an intercultural environment, and they will practice self-presentation for job interviews.

International Industrial Management (DI)

According to FHJ, the programme aims at preparing students for positions as managers with HR and budget responsibilities in several different fields and functions. Therefore the study programme targets a comprehensive qualification profile, which shall give students basic technical knowledge, sufficient intercultural competencies and language skills are essential for this. In addition to the aforementioned fields of competence, IIM's curriculum aims at educating students for positions in Management by preparing them for the requirements of leadership and personnel management. Soft Skills are constituted as a further key area of the curriculum. Moreover, the lecturers can pass on to the students not just their industrial experience, theoretical expertise but also personal contacts. This approach connects theory, practical orientation, and professional experience. Theoretical concepts in class complement out-of-class assignments (practically relevant presentations and project work). Excursions and field trips to companies also take place within lectures; students gain a real insight into specific issues and challenges facing industrial enterprises (Cf. p. 75 Self-Assessment Report IIM).

In particular, students are also prepared for professional life by means of an industrial project work in the second semester, in which the combination of theory and practice is strongly emphasised. Furthermore, students are integrated into research work at the institute with their Master Thesis and further project assignments. Finally, they may conduct their theses with an industrial company either at home or abroad which in turn also strengthens self-organization skills and social competences (Cf. p. 76 Self-Assessment Report IIM).

Appraisal:

Both study programmes have a clear and systematic emphasis on the graduate's employability. By means of a focus on practical case studies, the use of lecturers from business, projects works and last but not least the foreign language skills, the students are enabled to actively apply the acquired skills in new areas of work. This also corresponds and contributes to the programme's outstanding positioning of the programme in the job market (see chapter 1.3) and the above average integration of theory and practice (see chapter 3.1). There are various means of external evaluation results by alumni, employers, and other third parties which are taken into account in the further development of the degree programmes.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.6*	Skills for employment / Employability (Asterisk Criterion)		x			

4. Academic environment and framework conditions

4.1 Faculty

Global Strategic Management (MA)

In terms of structure and quantity of faculty, FHJ states that 14 internal lecturers represent about 58 percent of the teaching. External lecturers (10) bring in the necessary additional knowledge and experience so that requirements of professional practice are satisfied. Approximately 35 percent of all SWH are held by external employees, while 65 percent are held by internal employees (Cf. p. 74 Self-Assessment Report GMM).

International Industrial Management (DI)

In terms of structure and quantity of faculty, FHJ states that 29 (17 in classical courses + 12 staff in the course “Industrial Research Projects”) internal lecturers cover 28 courses in the full-time study programme and 26 in the part-time study programme. 44 external lecturers from industry and other HEIs contribute the necessary additional knowledge and experience in 35 courses in the full-time study programme and 37 in part-time study programme, so that the requirements of professional practice are fully met (Cf. p. 77 Self-Assessment Report IIM).

Both programmes

The selection process for lecturers is documented in the following guidelines: “Selection of teaching and research staff: Researcher, Lecturer, Senior Lecturer as well as Associate Pro-fessor (standard and abbreviated procedures)”, and “Nomination of part-time lecturers”.

The required qualifications comprise the following points (Cf. p. 74 Self-Assessment Report GMM, p. 77 Self-Assessment Report IIM):

- Higher Education Degree with either PhD or other evidence of capability to independently carry out scientific work.
- At least five years of professional experience in a professionally relevant field; three years of which must have been outside academia.
- Pedagogical and didactic experience in adult or higher education or specific pedagogical or didactical training. Therefore, there is a university-academic training programme.

There are many kinds of training and further education courses at FHJ to help lecturers learn new didactic skills and assist them in optimising their courses. During annual, institutionalised appraisal interviews the head of teaching and scientific research staff and members of staff mutually agree to a personal development plan. This includes both personal and subject-specific training courses, for example (Cf. p. 75 Self-Assessment Report GMM, p. 78 Self-Assessment Report IIM):

- Didactics in Higher Education: During a basic seminar, faculty learn about planning content, developing courses and didactics & methodology.
- Content and Language Integrated Learning (CLIL): Language training for the class-room, where a second/foreign language (usually English) is used to teach subject content (not language).

- Summer Business School (SBS): Seminars with different emphasis such as IT/PR/Media; Research/Publishing/Teaching; Health/Personality. The seminars support personal development and further education and training.
- Research: The study programme's R&D team provide a wide range of seminars, courses and activities for further education purposes. This includes calls for papers and resulting key-notes; publications in journals; writing a PhD (at home or abroad); publishing scientific findings.
- University-wide didactic day: Once a year a didactic day is held where lecturers can learn from their colleagues and from external key notes. During this event, lecturers are honoured with the teaching award.

The pedagogical and didactical quality of teaching is firstly ensured through a mandatory training programme on the teaching skills of faculty ("Hochschuldidaktische Weiterbildung"). In this special programme, the lecturers learn how to plan their courses, utilise methods and tools in university teaching, and reflect on their university teaching. Secondly, the quality of teaching is consistently evaluated by the students. The outcome of the student evaluation leads to quality assurance measures by the lecturers and the head of the degree programme. Lecturers can also extend/improve their pedagogical and didactic qualifications by visiting passively courses offered by other lecturers ("Hospitationen") and discuss/reflect specific topics. Furthermore, FHJ conducts a Didactics Days and gives Teaching Awards for lecturers with the most innovative didactical concepts (Cf. p. 76 Self-Assessment Report GMM, p. 80 Self-Assessment Report IIM).

The practical work experience of faculty is a key component in the recruiting process of FHJ. Courses are conducted by faculty, external lecturers or persons with excellent professional qualifications. Faculty members who teach in the study programme are highly qualified and experienced. When it comes to adjunct faculty, the selection is based on outstanding experience in the business field and/or excellence in science (e.g. habilitation/postdoctoral qualification, publications, teaching experience) (Cf. pp. 77f Self-Assessment Report GMM, p. 81 Self-Assessment Report IIM).

The faculty members cooperate by regular meetings (once a week). In these meetings, the lecturers discuss the quality of teaching, student projects, PR activities of the programme, academic standards of master's theses, applied R&D projects, international and national conferences, academic papers, publications, recent developments in the occupational field, guest courses, processes of student counselling and other issues. These weekly personal meetings ensure a high level of personal contact among the lecturers, which facilitates interaction and collaboration. As an additional instrument to ensure the high quality of teaching, the contents of all courses are discussed in subject related meetings ("Lecturers' conferences per subject area"). In these coordination meetings of internal and external educators the design of the student's learning paths across several courses in the curriculum is defined. Following the idea of continuous improvement, a detailed, subject-related reflection of the past semester courses is done in these meetings. Changes in requirements are discussed and, if necessary, the contents for the next semester are streamlined according to the new, mostly competence-based objectives. For the specialisation areas, "subject coordinators" are designated.

Another event that promotes the internal cooperation is the “Department Conference”. At the Department Conference, institute directors, course directors, and heads of study programmes meet once to twice a month. Furthermore, there is an annual meeting called "Department Day" for all staff members of the four institutes of the department (Cf. p. 79 Self-Assessment Report GMM, pp. 81f Self-Assessment Report IIM).

According to FHJ all faculty members have an open-door policy for students. The head of the degree programme and the office management are always available if support is required. E-Mails are usually answered within a short period of time and personal meetings are scheduled at the earliest convenience, depending on the need of students and the urgency of the matter. Moreover, the head of the programme takes personal difficulties and problems into account and is open to discuss deadlines in specific cases. Furthermore, the supervisors offer intensive support during the writing process of the master's thesis. Furthermore, the “Study Center” provides a central student counselling service, which is the legally anchored representation of students' interests (Cf. p. 80 Self-Assessment Report GMM, pp. 83f Self-Assessment Report IIM).

The courses usually take place on-site in the classroom. However, the use of digital media is emphasised in the context of homework, self-tests, the provision of course materials, submissions, etc. FHJ offers students instructions and support regarding blended learning. The infrastructure in individual lecture rooms has been updated to enable a hybrid form of courses (students can attend the course offline as well as online via live-stream). Student and teacher support in regards to blended learning is offered by an internal service unit called “ZML – Innovative Lernszenarien”. In addition, there is the so called “Helpdesk” which offers IT-relevant and technical support not only for lecturers but also for students (Cf. p. 81 Self-Assessment Report GMM, p. 84 Self-Assessment Report IIM).

Appraisal:

The structure and number of teaching staff correspond with the programme requirements of both study programmes. FH Joanneum verifies the qualifications of the faculty members by means of an established procedure. During the interviews, it could be confirmed that FHJ offers a variety of trainings and further education courses for their lecturers. A list of all involved lecturers shows the availability of the required capacity to implement the programmes. According to the CVs, the academic ability of the teaching staff is in line with the requirements of the programme for teaching. The practical knowledge of the teaching staff corresponds to the profile of the study programmes. The staff’s pedagogical/didactical qualifications are in line with their tasks.

In terms to the practical business experience of the faculty the panel assesses the faculty’s qualification as outstanding. From the interviews with lecturers on-site and the CVs provided by FHJ, the panel formed the view that the faculty members have above-average business experience and successfully use them in their teaching activities, that clearly have impacts on the integration of theory and practice (chapter 3.1), and the student’s employability (chapter 3.6).

The faculty members cooperate with each other for the purpose of tuning the modules towards the overall qualification objectives. Meetings of all those teaching in the programmes take place regularly. During the interviews, the panel was also able to convince itself that an active

interaction between faculty members is lived. During the digital assessment, the interviewed students confirmed that they are fully satisfied with the support they receive and the panel received the impression that all faculty members are very dedicated.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.1 Faculty					
4.1.1* Structure and quantity of faculty in relation to curricular requirements (Asterisk Criterion)			X		
4.1.2* Academic qualification of faculty (Asterisk Criterion)			X		
4.1.3* Pedagogical / didactical qualification of faculty (Asterisk Criterion)			X		
4.1.4 Practical business experience of faculty		X			
4.1.5* Internal cooperation (Asterisk Criterion)			X		
4.1.6* Student support by the faculty (Asterisk Criterion)		X			
4.1.7(*) Student support in distance learning (only relevant and an Asterisk Criterion for blended-learning/distance learning programmes)					X

4.2 Programme management

According to FHJ, the head of the study programme has overall responsibility. All relevant matters therefore converge with the head of the degree programme. The head of study programme is responsible for the educational activities within his or her study programme - both in terms of scientific and didactic quality and economic effectiveness. The head of study programme decides on requests submitted by applicants and students. He or she reports directly to the Management and is supported by the central departments of the company in all legal, administrative, and personnel-related issues as well as matters relating to procurement, construction, and financing (Cf. p. 81 Self-Assessment Report GMM, pp. 84f Self-Assessment Report IIM). The main responsibilities of the head of the study programme are for example (Cf. p. 82 Self-Assessment Report GMM, p. 85 Self-Assessment Report IIM):

- Admission of students
- Curriculum development
- Quality assurance in teaching (measures to be derived based on student and faculty feedback)
- Student counselling
- Internationalisation
- Selection of lecturers
- HR management and HR development
- Budgeting
- PR and marketing
- Network building, knowledge transfer to the economy
- R&D projects embedded in the institute

- Quality orientation
- Industrial relations
- Teaching

The head of the study programme pays particular attention to the continuous improvement of the programme. The initiatives in further developing the programme include regular meetings and communication involving faculty, students, and administrative staff. Besides, the head of the study programme enforces close contact with the industry through various networks.

The faculty members and students are supported by the student's management system "aC-Tions". The university information system provides the administrative software needed to keep track of applicants, active students, courses, examinations, evaluations etc. Furthermore, the system also provides important documentation such as semester reports, degree certificates, transcripts of record and examination protocols, as well as diverse reports and analyses. The "ZML" (The Team of Innovative Learning Scenarios) supports teachers, students, and administrative staff as well as lecturers with its regularly held online training and online workshops. Besides, an online area is provided at the virtual campus (in regards to COVID-19), which contains instructions, tutorials, and information on Moodle, MS Teams and online teaching for teachers and students. There is a general online area on the Moodle platform to share relevant information with the students, which includes guidelines, forms, curriculum etc. (Cf. p. 83 Self-Assessment Report GMM, pp. 85f Self-Assessment Report IIM).

At the beginning of their studies, students receive important information about procedures, processes, support, etc. and are introduced to the local infrastructure and the library. Teachers/lecturers are informed about essential processes by the secretary's office if required. By sharing a "factsheet" and hosting "lecturer conferences" at the beginning of the semester, the most important administrative key points are clearly communicated to the teachers. Didactical, content-related, and administrative issues are discussed and coordinated within these lecturer conferences (Cf. p. 83 Self-Assessment Report GMM, pp. 85f Self-Assessment Report IIM).

The "Helpdesk" of FH JOANNEUM serves as an electronic service-support and offers for instance the subsequent IT Services (83, IIM: 86). The extended helpdesk is aimed at students and teachers of the part-time degree programmes and courses. During the extended helpdesk, on-site staff can personally be contacted (Cf. p. 83 Self-Assessment Report GMM, p. 86 Self-Assessment Report IIM).

Appraisal:

During the digital assessment interviews, the panel was particularly impressed by the passionate commitment of the programme directors as well as the administrative staff. Therefore, the panel was convinced that the programme directors not only coordinate the activities of everyone involved and ensures that the programmes run smoothly, but successfully take initiatives to promote the systematic development of the programmes. The administrative support for students and faculty members is sufficiently available as well. Particularly in the interview round with the administration, the high level of support from the administration and the essential role of the

study programme assistant in relation to the coordination of the study programmes, among other things, became apparent. By means of “aCTIons”, the students are supported by electronic service support that supplements the personal one-to-one counselling. During the interviews, the administrative staff members confirmed that FH Joanneum offers them opportunities for continuous professional development as described above. Overall, there is no doubt that the administrative staff act as service provider for students and faculty.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.2 Programme management					
4.2.1* Programme Director (Asterisk Criterion)		x			
4.2.2 Process organisation and administrative support for students and faculty		x			

4.3 Cooperation and partnerships

Both programmes

The Department of Management considers international activities to be very important for the quality of higher education. As a result, international exchange is a priority at all institutes of the Department of Management and mobility opportunities in the form of studies, internships and excursions abroad are integrated into all curricula to further promote the international profile of the university, of the department and its institutes.

The 74 partner universities of the Institute of International Management are located in approximately different 50 countries of six continents. The 74 partner universities of the Institute of International Management are located in approximately different 50 countries of six continents (Cf. p. 84 Self-Assessment Report GMM). The 23 partner universities of the Institute Industrial Management are located in approximately 16 countries of three continents (Cf. pp. 26, 87 Self-Assessment Report IIM).

At the Institute of International Management, research initiatives are of great importance. Currently, there are nine on-going and three recently completed research and development projects (Cf. pp. 85f. Self-Assessment Report GMM). The Institute of International Industrial Management intensively cooperates with international academic institutions and networks to foster internationalization at home in the form of an international curriculum with international guest professors. It also serves to foster the achievements of international experiences of the alumni in international institutions (Cf. p. 87 Self-Assessment Report IIM).

Regarding cooperation with business enterprises and other organisations FHJ regularly offers a Partner & Career Day, which aims to facilitate communication between enterprises and students. Also, the Career Center supports the career plans of students and alumni and provides companies with the opportunity to network with the experts of the future. The Career Center platform brings together all the tools required to shape the professional careers of students and alumni.

Furthermore, FHJ is involved in several science-industry clusters and networks, that are also centrally supported by university (by the division of Research Organisation and Services, FOS), in a research context, such as

- Human Technology Cluster Styria
- Green Tech Cluster
- Green Tech Research Association
- Mobility Cluster AC Styria
- Eseea (European Sustainable Energy Innovation Alliance)
- Africa Uninet
- Digital Material Valley Styria
- Bionanonet
- Platform Industry 4.0

Global Strategic Management (MA)

Within the study programme cooperation with companies is promoted within the framework of projects, guest courses, excursions and master thesis, which can be written in cooperation with companies. Courses in which cooperation with companies is sought include the project “Business Lab and Company Dialogue” and the semester abroad, where students have to complete a project and shall get an additional opportunity to get into contact with international companies. Usually, in the first semester, students take part in the European Youth Award Festival, an event where students work in teams on a proposal for a start-up or an entrepreneur and then pitch their idea to a jury and the audience (Cf. p. 89 Self-Assessment Report GMM).

International Industrial Management (DI)

The Institute of International Industrial Management intensively cooperates with international academic institutions and networks to foster internationalization at home in the form of an international curriculum with international guest professors. It also serves to foster the achievements of international experiences of the alumni in international institutions. The institute is a member of the international Prime Networking Association (Cf. p. 87 Self-Assessment Report IIM). In addition, FHJ offers the possibility for the programme’s students to accomplish a double degree at the University of Udine, Italy or National Kaohsiung University of Science and Technology (NKUST)/Taiwan. The agreement is mainly based on the mutual recognition of a fixed number of credits as well as the mutual supervision of the Master thesis. Further partner universities within the IIM programme are for example from Belgium Clombia, Costa Rica, Czech Republic, Germany, Greece, Italy, Latvia, Mexico, Finland, Poland, Portugal, South Korea, Spain, Sweden and Taiwan.

In terms of cooperation with business enterprises and other organisations, experts from university partners are regularly invited to hold presentations in English about important international business aspects (Cf. p. 88 Self-Assessment Report IIM). Thus, students can gain a valuable insight into best-practice examples in industry through a series of keynote speeches, which are held on a regular basis at the Institute of Industrial Management. Senior figureheads, captains of industry and academic fellows with international touch (e.g., Infineon, voestalpine, Marc’O Polo, KTM) are invited to share their knowledge and experience with students and all who

are interested, also to expand their professional networks. There, they get into direct contact to other participants from industry and to the presenters (Cf. p. 95 Self-Assessment Report IIM). Furthermore the institute cooperates with partner companies from industry and industry-related services to operate the Smart Production Lab (more details in chapter 4.4). The institute's alumni club (IMC) promotes an active network between alumni, students, faculty and industrial partners. This serves to facilitate mutual access to projects, internships and jobs. The institute maintains a very large number of partnerships that range from internship providers, cooperation partners for student projects and Research & Development Partners. Until now the institute conducted about 500 transdisciplinary projects with companies (Cf. p. 92 Self-Assessment Report IIM).

Appraisal:

Cooperation with HEIs and other academic institutions and networks with effects on the programme are actively pursued. FH Joanneum provides a corresponding cooperation agreement for the Double Degree option in the study programme **International Industrial Management**. In case of the cooperation with the University of Udine the National Kaohsiung University, an agreement forming the basis of this cooperation is documented. By means of various international projects with other HEIs, and by providing mobility options for students and faculty, various agreements have a clear impact on the programme and therefore on the student's competencies and skills.

Furthermore, FH Joanneum actively promotes cooperations with business enterprises by means of cooperations in projects, etc. FH Joanneum uses its network of companies and industry to invite guest lecturers, which benefits students by providing insights into practice. During the digital assessment, the panel had the opportunity to speak with one of the company representatives, who confirmed the business partners' impact and closeness to the Department of Management and its study programmes so the panel is convinced that the cooperation with business enterprises significantly contribute to the student's development of qualifications and skills (see chapter 3.6).

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.3 Cooperation and partnerships					
4.3.1(*) Cooperation with HEIs and other academic institutions or networks (Asterisk Criterion for cooperation programmes)			X		
4.3.2(*) Cooperation with business enterprises and other organisations (Asterisk Criterion for educational and vocational programmes, franchise programmes)		X			

4.4 Facilities and equipment

According to FHJ statement, each lecture hall and seminar room are equipped with a desktop computer and monitor. To support multimedia content, the PCs are connected with an external sound system and a multimedia projector. The lecture halls 200/202/101 are additionally

equipped with DOME Cameras for Online or Hybrid-teaching. Prepared cables enable lecturers to connect their own notebooks to the projector and / or sound systems. A special software, installed on the desktop computers supports the usage of apple devices, tablets and iphones, via air play. Additionally, the monitors in the lecture halls support touch control and are prepared for the usage of desktop document camera, to present pictures and small objects on the projector. The rooms and entrances of are equipped for the disabled and are accessible without barriers.

Generally, the building can be accessed and used at any time of the day or night by students. They have access to numerous seminar rooms and lecture rooms, each equipped with projectors and new state-of-the-art teachers' computers (set up in English). The majority of the rooms are equipped with interactive "WACOM boards". Laptops can be connected to projectors in seminar rooms and lecture rooms. All tables have power sockets and there is Wi-Fi throughout the entire campus. Students can use their own devices and are supported by cost-free Wi-Fi-Network access, regardless of the kind of device, time, and location.

There is an IT classroom where all PCs and screens are scheduled to be renewed in the summer semester of 2021. These are all set up in English. Furthermore, several printers and photocopying facilities are available at the campus in Graz. The "Helpdesk" serves as an electronic service-support and offers the sub-sequent IT Services. Software licences for Windows, MS Office, SPSS, MATLAB as well as online resources for research purposes such as Statista and Thomson Reuters can be accessed by. Both software and online resources are also available free of charge for home use via the VPN.

Students of both study programmes are given the opportunity to visit the Smart Production Laboratory at the campus in Kapfenberg, which is, according to FHJ, one of the biggest Industry 4.0 Laboratories in Austria. It is equipped with a separate auditorium (38 seats) and several workstations. There are very modern presentation and multimedia systems implemented. For example, Video Wall, Touch Screens for presentation, Special Nearfield Beamer, Workstations for Machinery Control, IoT-Server and a mass of Software Solutions. Additionally, there is a creativity area (Next Generation Lab) installed and the Lab could generally be used with flexible equipment for several courses in a parallel mode.

There is a library on each campus which provides its services to the respective study programmes. Opening hours in Kapfenberg are Monday 12:00 a.m. to 5 p.m., Tuesday to Thursday 10:00 a.m. to 5 p.m. and Friday 10:00 a.m. to 7 p.m. - (during COVID-19 Monday to Friday 10:00 a.m. to 3 p.m.). In Graz the library is open from Monday to Friday 9:00 a.m. to 8 p.m. and Saturday 8:30 a.m. to 1 p.m. – (during COVID-19 Monday to Friday 9:00 a.m. to 6:00 p.m., Saturday 10:00 a.m. to 2:00 p.m.).

The electronic resources are – as far as licensed – unlocked throughout the campus and accessible outside the campus via login. These are licensed databases (Emerald, SpringerLink, BSE, WISO, ScienceDirect, RDB, OECDilibrary, Statista), and 4113 e-journals. The selection of the literature is made by the degree programmes on the basis of the current teaching requirements. The available literature is listed in the Online Catalogue within the Austrian library association, the database information system and the electronic journal library. "Digital-first" is the motto,

books are therefore primarily available digitally (for distance learning) to facilitate access for students (Cf. p. 91 Self-Assessment Report GMM, p. 94 Self-Assessment Report IIM).

Appraisal:

Due to the Covid-19 pandemic, the panel was not able to visit the FH Joanneum on-site. Therefore, the panel was provided with videos and pictures of the FH Joanneum's facilities. According to the panel, the number and size of teaching rooms and the equipment of all learning facilities shown are in line with the needs described for the programmes. FH Joanneum also offers free W-LAN. In terms of access to the relevant literature, the panel formed the view that access to the literature and journals as well as to digital media (e.g. electronic media, databases) is ensured. The library provides good access to necessary literature as well as electronic media and various databases. Moreover, the library is accessible during most of the time and the students have access to the databases from outside the campus, too.

During the interviews with students and graduates of the degree programmes, they expressed their satisfaction with the selection of literature and access to it, as well as the support of the library staff. The panel learned that the library also organises literature for students in case it is not in stock or the students do not have access to it. The panel appreciates that qualified library staff is there in order to support the students. Overall, the panel was convinced of the above-average library support for students.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.4	Facilities and equipment					
4.4.1*	Quantity, quality, media and IT equipment of teaching and group rooms (Asterisk Criterion)			X		
4.4.2*	Access to literature (Asterisk Criterion)		X			

4.5 Additional services

Both study programmes

In terms of career counselling and placement service, FHJ states that the department strives to maintain close contact with the business community. Therefore, there are regular events that serve the exchange and cooperation with business enterprises and other organisations. For instance, FHJ regularly offers a Partner & Career Day, which aims to facilitate communication between enterprises and students. Besides, the Career Center supports the career plans of students and alumni and provides companies with the opportunity to network with the experts of the future. Furthermore, the head of the study programmes often forwards job offers to students. If all requirements are fulfilled, letters of recommendation and certificates can be issued (Cf. p. 93 Self-Assessment Report GMM, p. 96 Self-Assessment Report IIM).

Global Strategic Management (MA)

Regarding alumni activities, there is a "MIG" alumni club at the Institute of International Management. Concerning the study programme itself, an own alumni club is also planned. In the future, there will also be a club for networking and staying in touch, especially for the previous master's programme "Business in Emerging Markets" and the new programme "Global Strategic Management". According to FHJ, at least one annual event is planned. Advanced training courses for both internal and external participants (such as the Summer Business School) include, but are not limited to, business people and thus also the alumni (Cf. pp. 93f Self-Assessment Report GMM).

International Industrial Management (DI)

FHJ states that there are "Company Day´s" regularly organised at the Institute, where leading personalities from a partner company of the institute present their corporation and discuss and answer students' questions. A specific cooperation agreement takes place with some companies on the joint implementation of a trainee programme. In this programme, a chosen student per year is offered the opportunity to combine studying (part-time master's degree) with practice, 50 % at the company and 50 % at the Institute, in both institutions working on topics of relevance of the strategic applied research targets of the institute (Cf. p. 95 Self-Assessment Report IIM).

The alumni club of the Institute (Industrial Management Club, IMC) proactively engages in a network of more than 500 alumni, students, faculty members and corporate partners. This network facilitates mutual access to projects, internship placements and jobs. The main focus is on professional and private networking among members who have successfully connected in various different sectors across the globe. The alumni club's statement of intent includes organising keynote speeches, networking events, excursions, projects with fellow alumni and students, mutual exchange of information, expertise and services, as well as information concerning job opportunities. Thus, alumni are invited to give guest lectures or speeches at the Institute's regularly held evening events, (e. g. Open House Day, Welcome Day) (Cf. pp. 96f Self-Assessment Report IIM).

Appraisal:

Career counselling and placement services are offered to students and graduates and promote their employability. FH Joanneum provides students and graduates different platforms such as regular events to connect with different companies. The panel appreciates the fact that FH Joanneum has established a Career Center that serves as support to the students and alumni.

Global Strategic Management (MA)

The Institute of International Management developed an alumni network. The panel welcomes the plan to establish an own alumni club for the degree programme. Discussions during the digital assessment revealed that unofficial meetings with alumni members have taken place so far, but that these still need to be institutionalised.

International Industrial Management (DI)

The panel is pleased to note that the recommendation of the last accreditation has been implemented and that alumni activities are now regularly planned and marketing activities such as newsletters are used. The panel appreciates that the alumni club plans various activities, such as excursions or keynote speeches. During the digital assessment, the panel also had the chance to talk to the responsible alumni coordination, who gave a good insight into the strategic planning of the activities. For example, the panel learned that a strategy meeting takes place once a year, in which the interests of the parties (alumni, industry etc.) are considered and discussed.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.5 Additional services					
4.5.1 Career counselling and placement service			x		
4.5.2 Alumni Activities		IIM	GMM		

4.6 Financing of the study programme (Asterisk Criterion)

The study programme is financed by the Federal Ministry of Education and Research with 30 places per year. The province of Styria undertakes to provide support in the event of underfunding. Students who are not EU citizens pay a fixed amount of tuition fees. However, no fees are charged for incoming students or double degree incoming students (Cf. p. 94 Self-Assessment Report GMM, Cf. p. 97 Self-Assessment Report IIM).

FHJ provided several tables on financial figures in order to explain the financing of the study programme and their financial resources.

Appraisal:

The panel is convinced that the programme is funded for the entire accreditation period and beyond, so that students will definitely be able to finish their studies.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.6* Financing of the study programme (Asterisk Criterion)			x		

5. Quality assurance and documentation

According to FHJ, the Department for Quality Development and Management (QEM) acts as an interface between quality management of academic and operational areas and thus covers the rather heterogeneous areas of science and administration. It also deals with issues and problems related to teaching processes and all aspects of evaluation. Moreover, FHJ appointed a Quality Officer and a Deputy Quality Officer. They were given the professional training enabling them to support the Working Group on Quality in the development of a management system and to ensure the flow of information back to the various degree programmes and departments. In the period from 2009 to 2011, the basis for a process-oriented system aligned to FH Joanneum's strategic goals was established in cooperation with the university's departments and degree programmes (including process map, process definitions, pillar model of the core competencies, mapping of the main processes etc.) (Cf. p. 96 Self-Assessment Report GMM, p. 99 Self-Assessment Report IIM).

FHJ achieved the validation according to the EFQM (European Foundation of Quality Management) *Model of Quality Austria*, thus being awarded the first level of "Committed to Excellence". The EFQM model for business excellence is a framework guideline for the self-assessment of organisations and provides the basis for a three-stage award programme ("Levels of Excellence"). Building on the EFQM model, there is a catalogue of criteria that is used to determine the degree of maturity of an organisation. The maturity level is determined during the assessments. According to FHJ, the HEI is one of the first universities of applied sciences in Austria to use the EFQM model and has been undergoing voluntary assessments at regular intervals for many years. In 2018 FHJ proceeded further in the field of "Business Excellence" by achieving four stars out of five on the level "Recognized for Excellence", which gained the HEI an official listing in the directory of excellent enterprises in Austria. Measurable key performance indicators (KPIs), a long-term strategy, and systematic evaluation of the satisfaction of the students and the professional workability of the graduates - these are some of the measures that have been introduced in the past and pursued. In April 2020, a new position "Quality Analyses and Innovation in Higher Education" was established to develop future-oriented inputs for the further development of FHJ's curricula. The activities in quality assurance of curricula (e.g., applications, communication with AQ Austria) and in quality management (e.g., EFQM), which were previously the responsibility of the service department "Quality Development and Management", will be taken over by the service department "Organisational Development and Occupational Health Management" (Cf. p. 96 Self-Assessment Report GMM, pp. 99f Self-Assessment Report IIM).

Furthermore, FHJ measures the content-related and didactical quality of the curricula periodically by means of the evaluation of the quality of teaching. Students evaluate the quality of teaching by filling in questionnaires at the end of each semester electronically. The workload is part of the questionnaire, too. Then, the aggregated data are forwarded to the lecturers. In addition to the standard course evaluations, regular feedback rounds are held every semester. Students may invoice their individual feedback and concerns as required. The lecturers of the degree programme regularly give feedback on their courses, academic work, projects etc. in the course of the weekly institute meetings. Once a year, a coordination workshop with all lecturers and teaching staff of the Institute takes place. The focus of this event is on feedback and new

information on the degree programmes, and the coordination within modules in order to avoid overlaps.

There are various means of external evaluation by alumni, employers, and other third parties:

- Feedback from development team members (industry, other HEIs, faculty members, alumni) as part of the regular national reaccreditations (every 5-6 years)
- Demand & acceptance analyses in regular national reaccreditations
- Feedback from companies
- Individual feedback from alumni to head of study programme

The feedback received is then incorporated into the continuous improvement processes and/or the updating process of the curriculum of the study programme.

All processes at the study programme (i.e. information regarding semester abroad, master's thesis and master's exam) are precisely documented according to a standardised guideline. The process documentation is regularly updated. All processes are stored on a central drive and are accessible to all members of staff. Should processes or regulations concern students, they are made available on an online platform (Moodle). The course descriptions including the syllabi are also available on the Moodle platform for every course. All documentation is constantly updated and available for download. The materials for the respective courses are stored on Moodle (and since the COVID-19 pandemic partly on MS Teams). (Cf. p. 101 Self-Assessment Report GMM, p. 105 Self-Assessment Report IIM)

The programmes are described in detail on FHJ's website, folders, study guides and brochures. The study programmes use various form of media (newspapers, social media, etc.) and participates at symposia and conferences to maintain a public presence. Apart from the classic advertisements and publications of events, student and alumni portraits and project or research results are also published. Apart from the classic advertisements and publication of events, FHJ publishes an annual report as well as an annually "BIS report" ("Bereitstellung bestimmter Informationen betreffend des Studienbetriebes"), which summarises the figures for each degree programme.

Appraisal:

The panel assesses the quality management as very convincing and above average. The university's orientation towards the EFQM model is rated very positively by the panel. The "Recognized for Excellence - 4 Stars" level achieved is particularly noteworthy. Therefore, the panel is convinced that FHJ has a functioning quality assurance system implemented that is able to systematically monitor and develop the programme with respect to its contents, processes and outcomes.

An evaluation by students regarding the quality of teaching takes place at the end of every semester. During the digital interviews the panel learnt that the students get to know the evaluation results by student spokespersons. There also is an evaluation by the faculty through weekly meetings and an annual workshop in order to have quality control by the faculty, too. The results are communicated to the lecturers during these meetings. External evaluations take place adequately by means of feedback from industry partners, alumni, and accreditation procedures.

In order to enhance the instruments of quality assurance even further, FHJ followed the recommendation from the last accreditation and established a tracking tool of the measures in order to document them systematically.

Worthy of note is the programme description that, according to the panel, is above average. FH Joanneum has documented and published the study programme's content, curriculum and examination scheme suitably by means of its very detailed and up to date website as well as through detailed brochures, folders and study guides. FH Joanneum also provides an annual report that contains detailed information and annually "BIS report", which summarises the figures for each degree programme.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
5.1* Quality assurance and quality development with respect to contents, processes and outcomes (Asterisk Criterion)		X			
5.2 Instruments of quality assurance					
5.2.1 Evaluation by students			X		
5.2.2 Evaluation by faculty			X		
5.2.3 External evaluation by alumni, employers and third parties			X		
5.3 Programme documentation					
5.3.1* Programme description (Asterisk Criterion)		X			
5.3.2 Information on activities during the academic year		X			

Quality profile

HEI: FH Joanneum

Master programmes: Global Strategic Management (MA)
International Industrial Management (DI)

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1	Objectives					
1.1*	Objectives of the study programme (Asterisk Criterion)		x			
1.2*	International orientation of the study programme design (Asterisk Criterion)		x			
1.3	Positioning of the study programme					
1.3.1	Positioning of the study programme in the educational market			x		
1.3.2	Positioning of the study programme on the job market for graduates („Employability“)		x			
1.3.3	Positioning of the study programme within the HEI's overall strategic concept			x		
2	Admission					
2.1*	Admission requirements (Asterisk Criterion)			x		
2.2	Counselling for prospective students		x			
2.3*	Selection procedure (if relevant)			x		
2.4(*)	Professional experience (if relevant; Asterisk Criterion for master programmes that require professional experience)					x
2.5*	Ensuring foreign language proficiency (Asterisk Criterion)			x		
2.6*	Transparency and documentation of admission procedure and decision (Asterisk Criterion)		x			
3.	Contents, structure and didactical concept					
3.1	Contents					
3.1.1*	Logic and conceptual coherence (Asterisk Criterion)			x		
3.1.2*	Rationale for degree and programme name (Asterisk Criterion)			x		
3.1.3*	Integration of theory and practice (Asterisk Criterion)		x			
3.1.4	Interdisciplinary thinking			x		
3.1.5	Ethical aspects			x		
3.1.6*	Methods and scientific practice (Asterisk Criterion)			x		
3.1.7*	Examination and final thesis (Asterisk Criterion)			x		

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.2	Structure					
3.2.1*	Modular structure of the study programme (Asterisk Criterion)			x		
3.2.2*	Study and exam regulations (Asterisk Criterion)			x		
3.2.3*	Feasibility of study workload (Asterisk Criterion)			x		
3.2.4	Equality of opportunity			x		
3.3	Didactical concept					
3.3.1*	Logic and plausibility of the didactical concept (Asterisk Criterion)		x			
3.3.2*	Course materials (Asterisk Criterion)		x			
3.3.3	Guest lecturers		x			
3.3.4	Lecturing tutors					x
3.4	Internationality					
3.4.1*	International contents and intercultural aspects (Asterisk Criterion)		GMM	IIM		
3.4.2	Internationality of the student body		GMM	IIM		
3.4.3	Internationality of faculty		x			
3.4.4	Foreign language contents		x			
3.5*	Multidisciplinary competences and skills (Asterisk Criterion)			x		
3.6*	Skills for employment / Employability (Asterisk Criterion)		x			
4.	Academic environment and framework conditions					
4.1	Faculty					
4.1.1*	Structure and quantity of faculty in relation to curricular requirements (Asterisk Criterion)			x		
4.1.2*	Academic qualification of faculty (Asterisk Criterion)			x		
4.1.3*	Pedagogical / didactical qualification of faculty (Asterisk Criterion)			x		
4.1.4	Practical business experience of faculty		x			
4.1.5*	Internal cooperation (Asterisk Criterion)			x		
4.1.6*	Student support by the faculty (Asterisk Criterion)		x			
4.1.7(*)	Student support in distance learning (only relevant and an Asterisk Criterion for blended-learning/distance learning programmes)					x
4.2	Programme management					
4.2.1*	Programme Director (Asterisk Criterion)		x			
4.2.2	Process organisation and administrative support for students and faculty		x			
4.3	Cooperation and partnerships					
4.3.1(*)	Cooperation with HEIs and other			x		

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
	academic institutions or networks (Asterisk Criterion for cooperation programmes)					
4.3.2(*)	Cooperation with business enterprises and other organisations (Asterisk Criterion for educational and vocational programmes, franchise programmes)		x			
4.4	Facilities and equipment					
4.4.1*	Quantity, quality, media and IT equipment of teaching and group rooms (Asterisk Criterion)			x		
4.4.2*	Access to literature (Asterisk Criterion)		x			
4.5	Additional services					
4.5.1	Career counselling and placement service			x		
4.5.2	Alumni Activities		IIM	GMM		
4.6*	Financing of the study programme (Asterisk Criterion)			x		
5	Quality assurance and documentation					
5.1*	Quality assurance and quality development with respect to contents, processes and outcomes (Asterisk Criterion)		x			
5.2	Instruments of quality assurance					
5.2.1	Evaluation by students			x		
5.2.2	Evaluation by faculty			x		
5.2.3	External evaluation by alumni, employers and third parties			x		
5.3	Programme documentation					
5.3.1*	Programme description (Asterisk Criterion)		x			
5.3.2	Information on activities during the academic year		x			