

Chapter 9

Integrated Approach to Internationalization in Higher Education



Ivan Köhle and Beat Birkenmeier

Abstract In order to achieve long-term and sustainable success as a company, international markets must be taken into consideration. Universities of Applied Sciences are therefore called upon to take international management topics into account in their curricula. The first part of this chapter documents the results of a study that analyzed the extent to which the business faculties of Swiss Universities of Applied Sciences meet this requirement in their bachelor's degree courses. This part is based on an analysis of publicly accessible module descriptions of the business administration curricula. The results show that three patterns can be recognized: A first group of Universities of Applied Sciences tackle the issue of internationalization by providing degree programs in English with a clear international focus. A second group of universities does not offer a bachelor's degree entirely in English, but offer a significant number of modules related to internationalization, including "compulsory modules", "compulsory elective modules (specialization)", and "other compulsory elective modules. And a third group of universities have no or very few modules with a clear reference to internationalization. In a second part of the paper, the integrated approach of the Internationalization Cube, which was implemented at the University of Applied Sciences and Arts Northwestern Switzerland (FHNW) and its impact is presented.

Keywords Internationalization · Globalization · Education · Universities of Applied Sciences

I. Köhle (✉) · B. Birkenmeier
School of Business, University of Applied Sciences and Arts Northwestern Switzerland
(FHNW), Windisch, Switzerland
e-mail: ivan.koehle@fhnw.ch; beat.birkenmeier@fhnw.ch

© The Author(s) 2024
A. H. Verkuil et al. (eds.), *Core Values and Decision-Making for Sustainable
Business*, Sustainable Business Development,
https://doi.org/10.1007/978-3-031-78361-6_9

Introduction

By entering international markets, businesses can diversify their resources and supply chains and reach additional target groups, leading to more resilient operations and subsequently to entrepreneurial success. Besides this financial aspect, internationalization of business fosters global collaboration, allowing companies to share sustainable practices and innovations that address environmental challenges on a global scale. Global business operations encourage the adoption of international sustainability standards, driving companies to commit to more responsible and eco-friendly practices. With international trade, emerging markets benefit and create opportunities for growth, increasing social sustainability with reduces global inequalities.

Internationalization skills are thus prerequisite for the future success of entrepreneurs and managers. Universities around the world are therefore challenged to prepare their students for this new reality of internationalization (Ramawamy et al., 2021). Furthermore, studies show that internationalization can have a positive impact on students, staff, and faculty (Carrozza & Minucci, 2014; Leask, 2001; Marginson, 2011) through institutional strategies, faculty and student mobility, curriculum, and partnership development (Buckner & Stein, 2020; Stensaker et al., 2019). This is also true for programs on a bachelor's level in the field of business administration. According to Knight (2008), internationalization in higher education can be understood as a process that integrates international, intercultural or global dimensions into the objectives of universities, their areas of responsibility or the services they offer. Internationalization is expressed both in projects and activities as well as in the attitudes and actions of the actors involved (Teichler, 2007; Schröder & Sehl, 2010). For the business faculties of the Universities of Applied Sciences in Switzerland in general and the School of Business of the University of Applied Sciences and Arts Northwestern Switzerland (FHNW) in particular, the topic of internationalization has been a high priority for several years. To date, however, there is a lack of an overview of specific activities of the respective universities. Therefore, a descriptive analysis examines how the business faculties of universities of applied sciences in Switzerland address the topic of internationalization in their bachelor's degree programs and a case study describes the specific approach of the School of Business of FHNW.

The study presented here is part of a series of studies analyzing how the business faculties of Swiss Universities of Applied Sciences and the School of Business at the University of Applied Sciences and Arts Northwestern Switzerland are responding to the challenges associated with social and technological trends. A first study was published by the authors in 2023 on the topic of entrepreneurship (Köhle & Birkenmeier, 2023).

Methods

This study's methodology largely follows the one which was applied by the authors in the study mentioned above (Köhle & Birkenmeier, 2023). The first empirical part of this paper provides a descriptive overview of how Swiss universities of applied sciences with a business faculty deal with the topic of internationalization of their bachelor's degree programs. The study focuses on universities of applied sciences that are members of Swissuniversities. Swissuniversities is the umbrella organization of the Swiss universities, representing them in national and international matters. They promote cooperations and collaborations between various types of higher education institutions, including universities, universities of applied sciences and universities of teacher education. Swissuniversities also represents these universities in international organizations and conferences (Swissuniversities, 2024).

This study analyses the following nine universities of applied sciences, as the profiles of other institutions, such as universities, universities of teacher education and other members of Swissuniversities, are not comparable:

- Bern University of Applied Sciences BFH
- University of Applied Sciences Grisons FHGR
- University of Applied Sciences and Arts Northwestern Switzerland FHNW
- University of Applied Sciences Western Switzerland HES-SO
- Lucerne University of Applied Sciences and Arts HSLU
- Kalaidos Universities of Applied Sciences
- OST—University of Applied Sciences of Eastern
- University of Applied Sciences and Arts of Southern Switzerland SUPSI
- Zurich University of Applied Sciences ZHAW.

The study focuses on bachelor's degrees with 180 ECTS. Master's degrees and Master of Business Administration (MBA) programs are not part of this research. Continuing education programs are also not included in this analysis. This study specifically examines degree programs in business administration. Specifically, it includes bachelor's degree programs in Business Administration, International Management and International Business Management. Other bachelor's degree programs, such as Business Law, Business Information Technology and Business Artificial Intelligence e.g. are excluded due to a lack of comparability.

The study focuses solely on publicly available information on the internet, such as websites and downloadable documents (see references). The analysis was conducted between December 2023 and March 2024 to identify the number of bachelor's degree programs offered in English and/or in collaboration with other countries. Module titles were also searched for keywords such as "internationalization", "globalization", "intercultural" and "cross-cultural".

The modules are classified as "compulsory modules", "compulsory elective modules (specialization)" and "other compulsory elective modules". The "compulsory modules" are normally held during the assessment and are mandatory for all students. For the "compulsory elective modules (specialization)" and "other

compulsory elective modules”, students have a choice of different modules to attend. These modules are typically only offered as part of the main study program. The differentiation between “compulsory elective modules (specialization)” and “other compulsory elective modules” is based on information provided on university websites. If a clear allocation is not possible, the modules are assigned to the “other compulsory elective modules”. The modules generally vary in the number of ECTS credits.

The second part presents the case study of the “Internationalization Cube” which is an integrated approach implemented at the School of Business of FHNW. It places the activities of the School of Business of FHNW in the previously developed classification scheme. The analyses are based on internal documents and personal information.

Results

Internationalization in Bachelor’s Programs at Swiss Universities of Applied Sciences

The study demonstrates that all Swiss universities offer modules and language courses in English or other languages, and that studying abroad is generally possible. This indicates that Swiss universities are taking the trend towards internationalization into account. The universities’ bachelor’s programs can be classified into three groups based on the number of degree programs offered entirely in English, the international cooperation in joint degree programs and the modules listed on their websites (Bern University of Applied Sciences, 2024; Kalaidos Universities of Applied Sciences, 2024; Lucerne University of Applied Sciences and Arts, 2024; OST-University of Applied Sciences of Eastern Switzerland, 2024; University of Applied Sciences Grisons, 2024; University of Applied Sciences and Arts Southern Switzerland, 2024; University of Applied Sciences and Arts Northwestern Switzerland, 2024g; University of Applied Sciences Western Switzerland, 2024; Zurich University of Applied Sciences, 2024):

Group 1: A first group of universities of applied sciences tackle the issue of internationalization by providing degree programs in English with a clear international focus (see Table 9.1).

The School of Business at FHNW offers a triple degree bachelor’s program (BSc in International Business Administration) in three languages (French, German, and English) across three countries (France, Germany, and Switzerland). It is important to note that the program is offered in multiple languages and locations. Finally, it is evident that the terms “internationalization”, “intercultural”, “cross-cultural”, and “globalization” are frequently used in conjunction with “management”. However, in the category of “compulsory elective modules (specialization)” and “other compulsory elective modules”, the number of explicit references to internationalization decreases significantly.

Table 9.1 Universities offering a Bachelor's degree program entirely in English, as well as numerous modules with a clear focus on internationalization

Group 1			
University of Applied Sciences	School of/ Department of	Number of Bachelor's degree programmes (BSc) in Business Administration/ International Management/ International Business Administration entirely in English or in cooperation with other countries.	Modules in the Bachelor's degree programmes (BSc) in Business Administration/International Management/International Business Administration
University of Applied Sciences and Arts Northwestern Switzerland FHNW	Business	1 in English International Management 1 Cooperation with other countries International Business Management Trinationa Switzerland, France, Germany	Compulsory modules: • Introduction to International Business • International Taxation • Fundamentals of Cross- Cultural Management • Intercultural Management Styles • Cross-Cultural Leadership • International Economics Compulsory elective modules (specialization): • International Financial Management Other compulsory elective modules: • International Trades
Bern University of Applied Sciences BFH	Business	1 in English International Business Management	Compulsory modules: • International Business Management • Inside the International Firm • International Management and Business Ethics • International Business Law • Environment of the International Firm • Intercultural Competences and Communication Compulsory elective modules (specialization): • Global Management Other compulsory elective modules: • International Taxation • Business and international Policymaking

(continued)

Table 9.1 (continued)

Group 1			
		Number of Bachelor's degree programmes (BSc) in Business Administration/ International Management/ International Business Administration entirely in English or in cooperation with other countries.	Modules in the Bachelor's degree programmes (BSc) in Business Administration/International Management/International Business Administration
University of Applied Sciences	School of/ Department of		
Zurich University of Applied Sciences ZHAW	Management and Law	1 in English International Management	Compulsory modules: <ul style="list-style-type: none"> • International Business • International Business and Management • International Environment of Business • Corporate Cultural and Cross-Cultural Management • International Strategic Management • Managing People in an International context • Semester Abroad Compulsory elective modules (specialization): <ul style="list-style-type: none"> • Not specified Other compulsory elective modules: <ul style="list-style-type: none"> • Study Trip • International Business Project
Lucerne University of Applied Sciences and Arts HSLU	Business	1 in English International Business Administration	Compulsory modules: <ul style="list-style-type: none"> • Cultural Competences Compulsory elective modules(specialization): <ul style="list-style-type: none"> • International Management and Economics Other compulsory elective modules: <ul style="list-style-type: none"> • International Economics and Strategies for Global Business

Group 2: Another group of universities can be identified that do not offer a bachelor's degree entirely in English but offer a significant number of modules related to internationalization, including "compulsory modules", "compulsory elective modules (specialization)", and "other compulsory elective modules". It is evident that there are numerous modules related to internationalization offered as part of the "other compulsory elective modules". In this category, the average number of listed modules is higher than in Group 1 (Table 9.2).

Table 9.2 Universities that do not offer a Bachelor's degree entirely in English but have a significant number of modules with a clear focus on internationalization

Group 2			
		Number of Bachelor's degree programmes (BSc) in Business Administration/ International Management/ International Business Administration entirely in English or in cooperation with other countries.	Modules in the Bachelor's degree programmes (BSc) in Business Administration/ International Management/ International Business Administration
University of Applied Sciences	School of/ Department of		
University of Applied Sciences of Eastern Switzerland OST	Business	0 International Management 120 ECTS in English	Compulsory modules: <ul style="list-style-type: none"> • Intercultural Competences • Intercultural Competences and Personal Development • Intercultural Progress Report • International Law Compulsory elective modules (specialization): <ul style="list-style-type: none"> • International Management • International Business • International Projectmanagement Other compulsory elective modules: <ul style="list-style-type: none"> • Project Management and International Tools • International Consulting Project 1 • International Consulting Project 2 • International Business Projects
Kalaidos Universities of Applied Sciences	Business	0	Compulsory modules: <ul style="list-style-type: none"> • International Research Project Compulsory elective modules (specialization): <ul style="list-style-type: none"> • Not specified Other compulsory elective modules: <ul style="list-style-type: none"> • International Accounting • International Supply Chain Management • Global Logistics • International Eventmanagement

Table 9.3 Universities that do not offer a Bachelor’s degree entirely in English and have few or no modules with a clear focus on internationalization

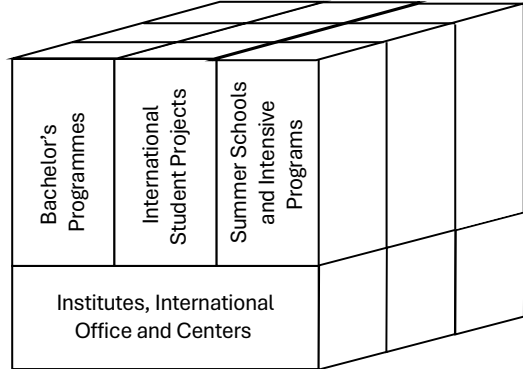
Group 3			
		Number of Bachelor’s degree programmes (BSc) in Business Administration/ International Management/ International Business Administration entirely in English or in cooperation with other countries.	Modules in the Bachelor’s degree programmes (BSc) in Business Administration/ International Management/ International Business Administration
University of Applied Sciences	School of/ Department of		
University of Applied Sciences and Arts of Southern Switzerland SUPSI	Business Economics, Health and Social Care	0	Compulsory modules: • International Business Compulsory elective modules (specialization): • Not specified Other compulsory elective modules: • Not specified
University of Applied Sciences Western Switzerland HES-SO	Business and Services	0	Compulsory modules: • No specified Compulsory elective modules (specialization): • Not specified Other compulsory elective modules: • Global Challenges, SMES & Impact Entrepreneurship
University of Applied Sciences Grisons FHGR	Business and Services	0	Compulsory modules: • Not specified Compulsory elective modules (specialization): • Not specified Other compulsory elective modules: • Not specified

Group 3: The third group of universities have no or very few modules with a clear reference to internationalization. The module titles largely lack any indication of a systematic international orientation (see Table 9.3):

Case Study “Internationalization Cube” at the School of Business of FHNW

The School of Business of FHNW is one of nine schools of the University of Applied Sciences and Arts Northwestern Switzerland (FHNW). It runs three Bachelor of Science degree programs and in 2022, a total of 2580 students studied at Bachelor

Fig. 9.1 Elements of the “Internationalization Cube” of the School of Business of FHNW



level and in the same year, 549 students graduated with a bachelor’s degree (University of Applied Sciences and Arts Northwestern Switzerland, 2023). The school is well networked internationally and fosters around 200 partnerships with other universities around the world (University of Applied Sciences and Arts Northwestern Switzerland, 2024b). In order to make the most of this network and to promote the internationality of its students, the School of Business has established various elements that can be described as the “Internationalization Cube” (see Fig. 9.1).

The “Internationalization Cube” includes structural elements in terms of organizational units on the one hand and different types of activities related to internationalization on the other. All elements can be further subdivided. In the following sections, key variables of the elements of this concept are described in more detail.

Institutes, International Office and Centers The international activities of the School of Business are largely based on the activities of organizational units that are implicitly or explicitly active internationally. These include the six research institutes, whose staff teach the courses, as well as offices and centers that provide dedicated services in connection with internationalization.

***Institutes** The research institutes of the School of Business cover the entire field of business administration and are structured in six units: Institute for Information Systems, Institute for Competitiveness and Communication, Institute for Finance, Institute for Nonprofit and Public Management, Institute for Human Resource Management, Institute of Management. Research at these institutes is always geared towards international developments. This is why research projects at FHNW are not just organized within the national context of Switzerland but also with international network partners and are carried out in close collaboration with the industry. Researchers are involved in international applied research and development projects. The benefit of international research funding to the researchers is twofold: some projects receive generous funding and are realized with special expertise. Moreover, researchers are able to build and expand important research networks. In addition to project funding for FHNW researchers, support can also be provided to partners in industry in the context of further European research funding. The benefit*

of these projects and collaborations for education is that the results of these projects can be incorporated into teaching and contacts with international partner universities and companies can be used for joint educational activities.

International Office The International Office of the School of Business supports students, lecturers and staff in implementing internationalization and is in close contact with international partners. It creates and fosters a range of exchange contracts with partner universities, to enable students, lecturers and staff to gain experience abroad. The intensive contact with government and business bodies in Switzerland, Europe and worldwide makes the School of Business at FHNW a leading, internationally focused School among the Universities of Applied Sciences in Switzerland. Students and staff receive information and advice regarding destinations and study programs. Exchange students from partner universities are informed about entry requirements, academic and student life at FHNW and everyday life in Switzerland. The international office works closely with the students' association and the Erasmus Student Network (ESN) who organize programs and events that bring together incoming and local students and, in this way, foster international collaboration (University of Applied Sciences and Arts Northwestern Switzerland, 2024c).

Latin America Centre The FHNW has retained an involvement with Latin America for over 10 years and is constantly building on its accumulated competencies and networks, particularly in the areas of applied vocational training and culture. Based on its increasingly focused activities in Latin America as well as its long-standing relationships in the realms of science and culture, the FHNW fosters exchange and research cooperation between the Northwestern Switzerland educational area and the Latin American region with a particular emphasis on Colombia (University of Applied Sciences and Arts Northwestern Switzerland, 2024d).

China Centre The China Centre has maintained contacts with Chinese universities and authorities for 25 years. The aim of the China Centre FHNW is to provide Swiss students and companies with profound, up-to-date knowledge of China. The China Centre's activities and services for students, companies and the interested public focus on a well-founded and science-based examination of China's culture, politics and economy. The basis for a critical examination of China and for successful activities with Chinese partners is sound, reflective knowledge of China. The China Centre is known and recognized throughout Switzerland and contributes its China expertise to the China competence map of swissuniversities (University of Applied Sciences and Arts Northwestern Switzerland, 2024e).

Bachelor's Programs The FHNW School of Business currently offers three bachelor's degree programs with a dedicated international focus. An additional one is planned to be launched in autumn semester 2024 (University of Applied Sciences and Arts Northwestern Switzerland, 2024a; University of Applied Sciences and Arts Northwestern Switzerland, 2024e).

Table 9.4 Characteristics of Bachelor’s degree programs dedicated to internationalization

Program	Degree	Characteristics regarding internationalization	ECTS points
Bachelor in Business Administration (International Management)	Bachelor of Science FHNW in Business Administration (International Management)—area of specialisation	<ul style="list-style-type: none"> • Teaching language: EN • Stay abroad (1 semester): mandatory (fulltime track); optional (part-time track) 	180
Bachelor in International Business Management (trinational)	International Business Management • Bachelor of Science FHNW • Bachelor of Arts DHBW • Licence Gestion UHA	<ul style="list-style-type: none"> • Teaching language: EN, FR, DE • 2 semesters in each place: Colmar (FR), Lörrach (DE), Basel (CH) • Stay abroad (1 semester): recommended 	210
Bachelor in Business Information Technology	Bachelor of Science FHNW in Business Information Technology	<ul style="list-style-type: none"> • Teaching language: EN • Stay abroad (1 semester): optional 	180

Current programs In addition to the content of the curriculum with subjects such as Introduction to International Business, International Taxation, Fundamentals of Cross-Cultural Management, Intercultural Management Styles, Cross-Cultural Leadership, International Economics, International Financial Management or International Trades, these also have other features of internationalization (Table 9.4).

Future programs In autumn semester 2024 Double Degree (DD) programs at bachelor’s level will be implemented for the first time at the FHNW School of Business. Double Degrees broaden students’ knowledge in different business subjects and enable them to benefit from a remarkable international learning experience. This program enables students to pursue two academic degrees concurrently from two different universities, allowing them to specialize in a particular field of study or explore a new subject area. Double degree opportunities are open for School of Business FHNW students studying BSc Business Administration (International Management) and BSc Business Information Technology. Students enrolled in these programs can either apply for a Double Degree or complete an exchange semester or take part in any other international opportunity (University of Applied Sciences and Arts Northwestern Switzerland, 2024e).

International Student Projects International student projects all over the world are carried out every year by the School of Business FHNW. Bachelor students in their last year may apply to participate. The projects offer compact short-term programs abroad with an intense framework program and an introduction to the culture and language of the country. All programs are basically open to students from all nine schools of the FHNW and open to incoming students. Each project is organized by a student team and includes a 1-week preparation seminar in Switzerland (lectures, podium discussions and other events) and a 2-week on-site seminar in the

Table 9.5 Projects and destinations belonging to the Intensive programs

Project	Countries visited (2024)
Insight China	China
Focus India	India
ConnectUS	USA, Canada
HOLATAM	Brazil, Argentina
ExploreASEAN	Singapore, Vietnam, Thailand

countries visited (see table). The projects provide a unique opportunity to meet managers, foreign students and leaders from a range of organizations and businesses abroad. During the projects, the students are accompanied by lecturers. A total of around 100 students and 15 lecturers take part in the programs every year. Active participation in a project is rewarded with 5 ECTS credits. Table 9.5 gives an overview over the projects and destinations (University of Applied Sciences and Arts Northwestern Switzerland, 2024g).

Summer schools & Intensive Programs Summer schools and other forms of transnational learning provide an ideal opportunity to study subjects outside the curriculum, gain more in-depth knowledge of certain subjects and build networks (University of Applied Sciences and Arts Northwestern Switzerland, 2024h).

Summer schools The one-to-two-week summer schools may include trips and provide the opportunity to develop language and intercultural competence. In the context of internationalization, the School of Business offers four summer schools. Table 9.6 gives a summary of them:

Every year, around 80 students from the School of Business take part in one of these summer schools with an international focus.

COIL Sustainability Marketing & Ethics. A COIL (Collaborative Online International Learning) is first and foremost a collaboration between two or more universities, between lecturers and between students. The universities are usually located in different countries and the lecturers in a particular subject area, work together and initiate online collaborations between their students. The COIL sustainability Marketing & ethics is part of a co-teaching and co-learning program of FHNW with Sheridan College in Ontario, Canada. Students practice inter-cultural communication whilst digitally interacting with their Canadian peers. The course is embedded in the regular curriculum. Depending on the program students are following, it might belong to the core curriculum or be an optional subject/elective. Thus, students will be awarded credits for it.

Conclusions

In summary, it can be concluded that the School of Business of FHNW offers an above-average intensity of activities in the field of internationalization compared to the other universities of applied sciences in Switzerland. The research shows that

Table 9.6 Summer Schools in the context of internationalization

Program	Target group	Content/Focus	Place	Duration	ECTS points
BSwiss—Swiss International Business Summer School	Swiss and international bachelor's students	Different topics such as sustainability, innovation, migration & competitiveness and culture, politics & competitiveness	Basel	2 weeks	5
Social Entrepreneurship for Economic Development	Undergraduate students from all disciplines	Social entrepreneurship in the context of a developing country in Southeast Asia	Vietnam	2 weeks	5
Summer School EAFIT Colombia – FHNW Switzerland	Swiss and Colombian students from all faculties	Entrepreneurship combining combines profit, non-profit and sustainable projects at the same time	Basel/Medellin	2 weeks	5
Trinational KTUR Summer School Entrepreneurship	Students at all levels in the Upper Rhine region/ international students	International entrepreneurship	Basel/Freiburg/Strasbourg	1 week	2

around half of all graduates at bachelor's level take advantage of a course specifically geared towards internationalization in the course of their education at the FHNW School of Business. It is evident that the range of courses on offer is constantly being expanded and new internationally oriented courses are being added to the range. With its international orientation, the School of Business FHNW prepares students well for future challenges so that they can contribute to global ecological and social sustainability in addition to economic corporate success.

Limitations

The methodology used allows conclusions to be drawn about the visibility of the topic of internationalization on the websites of the respective universities. However, the visibility is only an indication of the anchoring of the examined topic. The present study is a snapshot without any indication of the development of the topic of internationalization. Neither is it possible to assess the anchoring among students, since the public information does not allow any conclusions to be drawn about the number of students who attend the respective modules. This also means that the present study is not a ranking of the universities in terms of their orientation to the topic of internationalization.

Directions for Future Research

In further research projects, the number of students on international management courses could be surveyed and the impact of teaching on future management tasks analyzed. The study concept could be expanded to other countries' university programs. Furthermore, the connection between internationally oriented management skills and the contribution to sustainability goals could be investigated.

References

- Bern University of Applied Sciences. (2024). *Studieren am Departement Wirtschaft* [online]. <https://www.bfh.ch/wirtschaft/de/studium>.
- Buckner, E., & Stein, S. (2020). What counts as internationalization? Deconstructing the internationalization imperative. *Journal of Studies in International Education*, 24(2), 151–166.
- Carrozza, C., & Minucci, S. (2014). Keep on Movin'? Research mobility's meanings for Italian early-stage researchers. *Higher Education Policy*, 27, 489–508.
- Kalaidos Universities of Applied Sciences. (2024). *Studium* [online]. <https://www.kalaidos-fh.ch/de-CH/Studium>
- Knight, J. (2008). Internationalization: Key concepts and elements. In M. Geabel et al. (Eds.), *Internationalization of European Higher Education* (pp. 1–22). Josef Raabe.

- Köhle, I., & Birkenmeier, B. (2023). Concept and impact of an integrated approach to entrepreneurship in higher education. In *Proceedings of the 18th European conference on innovation and entrepreneurship*, Part 1, Vol. 18, Nr. 1, pp. 100–109.
- Leask, B. (2001). Bridging the gap: Internationalizing university curricula. *Journal of Studies in International Education*, 5(2), 100–115.
- Lucerne University of Applied Sciences and Arts. (2024). *Studium - Ein Grundstein für den Berufserfolg* [online], <https://www.hslu.ch/de-ch/wirtschaft/studium>
- Marginson, S. (2011). Higher education and public good. *Higher Education Quarterly*, 65(4), 411–433.
- OST - University of Applied Sciences of Eastern Switzerland. (2024). *Wirtschaft, Management und Recht oder Wirtschaftsinformatik studieren* [online], <https://www.ost.ch/de/studium>
- Ramaswamy, M., Marciniuk, D. D., Csonka, V., Colò, L., & Saso, L. (2021). Reimagining internationalization in higher education through the United Nations sustainable development goals for the betterment of society. *Journal of Studies in International Education*, 25(4).
- Schröder, T., & Sehl, I. (2010). Internationalisierung von Hochschulen. Ergebnisse eines deutsch-österreichischen Benchmarking-Verfahrens. *HIS: Forum Hochschule*, 8, 1–48.
- Stensaker, B., Lee, J. J., Rhoades, G., Ghosh, S., Castiello-Gutiérrez, S., Vance, H., Calikoglu, A., Kramer, V., Liu, S., Marei, M. S., O'Toole, L., Pavlyutkin, I., & Peel, C. (2019). Stratified university strategies: The shaping of institutional legitimacy in a global perspective. *The Journal of Higher Education*, 90(4), 539–562.
- Swissuniversities. (2024). [online], <https://www.swissuniversities.ch>
- Teichler, U. (2007). *Die Internationalisierung der Hochschulen. Neue Herausforderungen und Strategien*. Campus.
- University of Applied Sciences and Arts of Southern Switzerland. (2024). *Dipartimento economia, aziendale, sanità e sociale* [online], www.supsi.ch/deass
- University of Applied Sciences Grisons. (2024). *Studienangebote* [online], <https://www.fhgr.ch/studienangebote>
- University of Applied Sciences and Arts Northwestern Switzerland. (2023). *Statistiken 2022* [online], <https://www.fhnw.ch/de/die-fhnw/facts-und-figures/jahresbericht/media/fhnw-statistiken-2022.pdf>
- University of Applied Sciences and Arts Northwestern Switzerland. (2024a). *Hochschule für Wirtschaft FHNW* [online], www.fhnw.ch/de/die-fhnw/hochschulen/hsw.
- University of Applied Sciences and Arts Northwestern Switzerland. (2024b). *Partner Universities* [online], <https://www.fhnw.ch/en/about-fhnw/schools/business/international/partneruniversities>
- University of Applied Sciences and Arts Northwestern Switzerland. (2024c). *International Office* [online], <https://www.fhnw.ch/de/die-fhnw/hochschulen/hsw/international-office>
- University of Applied Sciences and Arts Northwestern Switzerland. (2024d). *The FHNW Latin America Centre* [online], <https://www.fhnw.ch/en/international/fhnw-latin-american-centre>.
- University of Applied Sciences and Arts Northwestern Switzerland. (2024e). *China Centre* [online], <https://www.fhnw.ch/de/die-fhnw/hochschulen/hsw/fhnw-china-centre>
- University of Applied Sciences and Arts Northwestern Switzerland. (2024f). *Double Degrees* [online], <https://www.fhnw.ch/en/degree-programmes/business/international-experience/double-degrees>
- University of Applied Sciences and Arts Northwestern Switzerland. (2024g). *International Student Projects* [online], <https://www.fhnw.ch/en/degree-programmes/business/international-experience/international-student-projects>.
- University of Applied Sciences and Arts Northwestern Switzerland. (2024h). *International opportunities* [online], <https://www.fhnw.ch/en/degree-programmes/business/international-experience>
- University of Applied Sciences Western Switzerland. (2024). *Studium an der HSW-FR* [online], <https://www.heg-fr.ch/de/studium/#Studienangebot>
- Zurich University of Applied Sciences. (2024). *Studium* [online], <https://www.zhaw.ch/de/studium>



Ivan Koehle, Prof. Dr., has been responsible for the BSc program in Business Administration at the University of Applied Sciences and Arts in Northern Switzerland FHNW, School of Business, since 2010. Ivan Koehle graduated from the University of Zurich and then worked as an assistant at the university's Institute of Accounting. In this position, he worked as a consultant in the field of bank management and completed his doctoral thesis in finance. Before joining the University of Applied Sciences as a study coordinator, Ivan Koehle was co-owner of Kontiki Reisen AG, a travel agency specializing in Nordic destinations. After selling Kontiki Reisen AG to the Kuoni Group, Ivan Koehle managed the integration of a subsidiary into the new group as its managing director.



Beat Birkenmeier, Dr., is a lecturer of Entrepreneurship & Innovation at University of Applied Sciences and Arts Northwestern Switzerland. After studying mechanical engineering as well as industrial and production engineering and working in the transportation industry, he worked as a research assistant and lecturer at the Chair of Technology and Innovation Management at the Institute of Business Administration at the Swiss Federal Institute of Technology (ETH) Zurich. At the same time, he completed his doctorate in the field of management, technology and economics at ETH Zurich. In addition to his research and teaching activities, he is the founder of a Spin-off-Company of ETH Zurich and works as a management consultant with a strong focus on innovation management.

Open Access This chapter is licensed under the terms of the Creative Commons Attribution 4.0 International License (<http://creativecommons.org/licenses/by/4.0/>), which permits use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

