ISM-COURSE HANDBOOK

MBA GENERAL MANAGEMENT
PART-TIME

VALID FOR STUDENTS STARTING FROM WINTER SEMESTER 2026/2027
(VERSION OF MAY 2026)

CONTENT

LEARNING GOALS

The MBA General Management program prepares students with a professional background for management and leadership positions in companies. It aims to provide students with the necessary professional knowledge, skills, and methods required for this field, as well as the ability to apply them appropriately in the real professional world.

In order to meet the requirements and changes of the professional world, the content of the individual modules is taught in an application-oriented manner based on scientific findings. The focus is on the synthesis of theory and practice, e.g., the concrete application and adaptation of specialist knowledge, skills, and methods of general business administration and especially those topics and areas that are relevant for the management and leadership of companies in a world characterized by high uncertainty and rapid change in different framework conditions and situational contexts.

Students are enabled to analyze processes and problems in management practice, develop economically sound solutions, and take into account interdisciplinary references. In doing so, they should think and act in a market- and company-oriented manner, but also find operationally efficient and sustainable solutions to problems without losing sight of the company's long-term strategic objectives.

Graduates are further capable of conducting application-oriented projects in accordance with scientific principles and apply the theories and methods they have learned in an empirically and quantitatively substantiated and practical manner.

In addition to acquiring subject-specific and methodological skills, students' personal and social competencies are to be promoted, particularly with regard to the strategic development of business models in the context of new technologies and increasing volatility in the strategic and operating environment. This includes, in particular, the ability to lead internationally composed functional areas and teams.

Students acquire comprehensive professional competence and are enabled to act responsibly and ethically. They possess knowledge of international frameworks and develop intercultural sensitivity as well as the ability to work effectively in teams.

STUDY PLAN

60 CP - Start in winter semester

WS		SS		WS	
Semester 1	**ECTS**	**Semester 2**	**ECTS**	**Semester 3**	**ECTS**
Leadership Skills	6	Finance & Accounting	6	Master´s Thesis	15
Future Strategic Challenges	6	Innovation	6		
Marketing	5	IT-enabled Transformation	6		
Project Management & Strategic Project 1: GenAI & Digital Transformation	5	Strategic Project 2: Capstone AI & Societal Impact Project	5		
Total ECTS	22		23		15

60 CP - Start in summer semester

SS		WS		SS	
Semester 1	**ECTS**	**Semester 2**	**ECTS**	**Semester 3**	**ECTS**
Finance & Accounting	6	Leadership Skills	6	Master´s Thesis	15
Innovation	6	Future Strategic Challenges	6		
IT-enabled Transformation	6	Marketing	5		
Strategic Project 2: Capstone AI & Societal Impact Project	5	Project Management & Strategic Project 1: GenAI & Digital Transformation	5		
Total ECTS	23		22		15

90 CP - Start in winter semester (Variant with Asia, Africa and USA)

WS		SS		WS		SS	
Semester 1	**ECTS**	**Semester 2**	**ECTS**	**Semester 3**	**ECTS**	**Semester 4**	**ECTS**
Leadership Skills	6	Finance & Accounting	6	Doing Business in Asia	10	Current Management Trends (USA)	10
Future Strategic Challenges	6	Innovation	6	Doing Business in Africa	10	Master´s Thesis	15
Marketing	5	IT-enabled Transformation	6				
Project Management & Strategic Project 1: GenAI & Digital Transformation	5	Strategic Project 2: Capstone AI & Societal Impact Project	5				
Total ECTS	22		23		20		25

90 CP - Start in summer semester (Variant with Asia, Africa and USA)

SS		WS		SS		WS	
Semester 1	**ECTS**	**Semester 2**	**ECTS**	**Semester 3**	**ECTS**	**Semester 4**	**ECTS**
Finance & Accounting	6	Leadership Skills	6	Current Management Trends (USA)	10	Doing Business in Asia	10
Innovation	6	Future Strategic Challenges	6	Master´s Thesis	15	Doing Business in Africa	10
IT-enabled Transformation	6	Marketing	5				
Strategic Project 2: Capstone AI & Societal Impact Project	5	Project Management & Strategic Project 1: GenAI & Digital Transformation	5				
Total ECTS	23		22		25		20

90 CP - Start in winter semester (Variant with Boston or Seattle)

WS		SS		WS		SS	
Semester 1	**ECTS**	**Semester 2**	**ECTS**	**Semester 3**	**ECTS**	**Semester 4**	**ECTS**
Leadership Skills	6	Finance & Accounting	6	Optional: Study Abroad (Boston University or City University of Seattle) - online	5-10	Study Abroad (Boston University or City University of Seattle)	20-25 oder 30 full-time
Future Strategic Challenges	6	Innovation	6	Master´s Thesis	15		
Marketing	5	IT-enabled Transformation	6				
Project Management & Strategic Project 1: GenAI & Digital Transformation	5	Strategic Project 2: Capstone AI & Societal Impact Project	5				
Total ECTS	22		23		15 oder 20-25		20-25 oder 30

90 CP - Start in summer semester (Variant with Boston or Seattle)

SS		WS		SS		WS	
Semester 1	**ECTS**	**Semester 2**	**ECTS**	**Semester 3**	**ECTS**	**Semester 4**	**ECTS**
Finance & Accounting	6	Leadership Skills	6	Optional: Study Abroad (Boston University or City University of Seattle) - online	5-10	Study Abroad (Boston University or City University of Seattle)	20-25 oder 30 full-time
Innovation	6	Future Strategic Challenges	6	Master´s Thesis	15		
IT-enabled Transformation	6	Marketing	5				
Strategic Project 2: Capstone AI & Societal Impact Project	5	Project Management & Strategic Project 1: GenAI & Digital Transformation	5				
Total ECTS	23		22		15 oder 20-25		20-25 oder 30

MODULES

Finance & Accounting

Module code WS2026_MBAGM4		**Semester** 1 or 2	**Duration** 1 Semester		**Intake** 1st Semester	
Language: English		**Type and duration of exam:** Written Exam (120 minutes)	**Weight of the mark in the final grade** 10 % with 60 ECTS-Credits 6.67% with 90 ECTS-Credits		**ECTS credits** 6	
1	**Lectures of the module**		**Hours of presence**	**Hours of self-study**	**Total workload (h)**	**SWS**
	Corporate Finance		15	45	60	2
	Managerial Accounting		15	45	60	2
	Financial Reporting & Analysis		15	45	60	2
2	**Content** The module Finance & Accounting provides the students with a broad foundation in financial management. Since most decisions within corporations are influenced by or decided based on financial analysis, financial knowledge and skills are essential also in a broader management context beyond specialized finance functions. **Corporate Finance** The lecture introduces participants to the concepts and techniques of corporate financial decision-making: time value of money, net present value analysis, security valuation, portfolio theory, asset pricing models, capital budgeting decision, dividend policy and capital structure decisions. Emphasis is placed on how to implement the firm’s ultimate objective: maximizing corporate value. Topics covered are basic financial mathematics models, discounted cash flow analysis, other dynamic financial calculation methods, modern investment theory, the Capital Asset Pricing Model, financial risk management, capital budgeting decisions and processes, investment planning, corporate financing decisions (debt/equity), Modigliani-Miller theorem, shareholder value theory, value-based management, economic value added (EVA). **Managerial Accounting** The course shows what information is needed within an organization, where that information can be acquired, and how it can be employed by managers to plan, control, and make decisions. The main aspects of this course cover cost and profit analyses.						

	Furthermore, organizational and policy issues of control systems such as cost types, cost centers, and cost units will be examined. Topics covered are principles of cost accounting, fixed costs, variable costs, cost type and cost center structures, calculation methods, fully-apportioned costing systems, partially-apportioned costing systems, direct costing, contribution calculations, decision-based cost accounting, cost structure analysis, and cost deviation analysis. **Financial Reporting & Analysis** This course equips MBA students with a practical and applied understanding of financial reporting under International Financial Reporting Standards (IFRS), as well as the analytical skills required to interpret and use financial information effectively for managerial decision-making. The Financial Reporting component is grounded in the IFRS Conceptual Framework and emphasizes principles-based application, professional judgment, and managerial discretion. It covers key accounting topics relevant to large corporate groups and provides an introduction to consolidated group financial statements. Through this focus, students develop the ability to assess the implications of alternative accounting choices on financial performance, financial position, and stakeholder decision-making. The Financial Analysis component concentrates on the interpretation of published financial statements using contemporary ratios and analytical techniques. Real-life corporate case studies are used throughout to illustrate key concepts and to develop students' ability to critically evaluate financial information and apply it responsibly within strategic, ethical, and leadership contexts.
3	**Learning outcomes** ▪ Students are familiar with modern controlling and finance concepts, methods, and instruments and can apply them using state-of-the-art technology. ▪ Students are able to assess and manage company costs and profits. ▪ Studends know how to develop international strategies in the controlling and finance business areas. ▪ Students are able to lead decision-making processes based on a comprehensive controlling toolkit and to deal with conflicts. ▪ Students can solve challenging practical problems and lead task-related discussions. ▪ They are able to lead a business team. ▪ Students can present their thoughts in a structured way in front of an audience.
4	**Teaching and learning methods** ▪ Lectures ▪ Discussions

	▪ Exercises
5	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: none

Future Strategic Challenges

Module code WS2026_MBAGM1		**Semester** 1 or 2	**Duration** 1 Semester		**Intake** 1st semester	
Language: English		**Type and duration of exam:** Term paper (approx. 7,000 words)	**Weight of the mark in the final grade** 10 % with 60 ECTS-Credits 6.67% with 90 ECTS-Credits		**ECTS credits** 6	
1	**Lectures of the module**		**Hours of presence**	**Hours of self-study**	**Total workload (h)**	**SWS**
	Strategic & International Management		15	45	60	2
	Transformation in the Global Environment		15	45	60	2
	Global Supply Chain Management & Global Sourcing		15	45	60	2
2	**Content** The module integrates three core courses to provide a deep understanding of the general management and strategic challenges of a corporation operating on a multinational or global scale: Strategic and International Management, Transformation in the Global Environment, and Supply Chain Management. **Strategic & International Management** The course explores general management concepts, the foundations for identifying and implementing corporate vision and mission, and frameworks for understanding and formulating business strategies. Tools for both external and internal strategic analysis are discussed and applied in various case studies, as are tools and frameworks for deriving strategic options. The class also explores the tools, methods, and skills managers use to develop effective international strategies to gain a competitive advantage in the global marketplace. **Transformation in the Global Environment** Due to the dynamics of the digitization trend, decreasing innovation and life cycles as well as other disruptive – technological as well as societal – developments, international companies – almost continuously – have to adjust their strategies, organizational structures and systems in order to remain competitive. How can change be managed – systemically as well as systematically – to achieve sustainable transformation? What has to be considered in order to create a stable corporate environment to cope with constant change? How is it even possible to establish competitive advantage by corporate transformation ability?					

	In this course, different causes of change (internal as well as external) and their impact on the organizational structure, culture, and individual employees will be analyzed. Different forms of change will be discussed, such as radical vs. incremental, planned vs. unplanned, revolutionary vs. evolutionary transformation. The role of change agents and corporate coaching will be assessed and practiced in order to become aware of signals for change resistance and its active management. The course covers the following key contents: ▪ Relevant organizational models – traditional, classic and modern, innovative ▪ Relevant theoretical concepts ▪ Different challenges in implementing change and their management **Global Supply Chain Management & Global Sourcing** An efficient global supply chain supported by resilient supplier structures is a critical determinant of a company's international competitiveness. The Supply Chain Operations Reference (SCOR) model provides the theoretical framework for analyzing and structuring both internal and interorganizational processes. Key questions therefore address the prerequisites for a sustainable supply chain, potential risks that may disrupt it, and the appropriate level of supply chain collaboration. The course *Global Supply Chain Management & Global Sourcing* provides in-depth knowledge for optimizing a company's supply chain, with particular emphasis on the strategic and sustainable design of global supplier networks. Sustainability considerations must be systematically integrated into international sourcing structures to meet increasing customer expectations and evolving regulatory requirements. Current global developments highlight the crucial role of risk management in enhancing supply chain resilience. At the same time, digital solutions and AI-based tools are becoming essential for the design, coordination, and automation of efficient supplier networks. Students will critically examine the impact of digitalization across the supply chain and conduct independent research on emerging trends and developments. To provide a comprehensive perspective on operations management, the course also addresses key topics in sourcing and supplier management. Real-world case studies are used to illustrate best-in-class practices from leading international companies.
3	**Learning outcomes** After successful completion of the module, students are able to: ▪ explain theories, models, and methods related to strategic and international management. ▪ analyze and assess the competitive environment, corporate resources, and capabilities.

	▪ identify and analyze challenges and problems related to strategy and international management, and to outline practical solutions to strategic challenges. ▪ understand and apply relevant business strategies for international enterprises. ▪ realize the relevance and bottom-line impact of sourcing and supply chain management in the daily business environment. ▪ select and apply the relevant management tools to achieve significant value creation by means of efficient operations processes. ▪ define sourcing strategies and implement them sustainably to position the sourcing and supply chain management department(s) as equal business partners. ▪ demonstrate the ability to participate in management processes under real life conditions and to analyze international business situations. ▪ apply specialized problem-solving skills. ▪ manage complexity. ▪ derive effective strategies. ▪ solve problems from a holistic point of view. ▪ adapt and work in a multicultural, interdisciplinary setting and to lead and work in an ever-changing and complex group, hence have a global mindset.
4	**Teaching and learning methods** ▪ Lectures ▪ Discussions ▪ Group work ▪ Case studies
5	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: none

Innovation

Module code WS2026_MBAGM5	**Semester** 1 or 2	**Duration** 1 Semester	**Intake** 2nd Semester
Language: English	**Type and duration of exam:** Innovation Management and New Business Models: term paper (approx. 5,000 words) Design Thinking: Group presentation (approx.. 10 minutes per student)	**Weight of the mark in the final grade** 10 % with 60 ECTS-Credits 6.67% with 90 ECTS-Credits	**ECTS credits** 6

1	**Lectures of the module**	**Hours of presence**	**Hours of self-study**	**Total workload (h)**	**SWS**
	Innovation Management	15	45	60	2
	New Business Models	15	45	60	2
	Design Thinking	15	45	60	2

2 **Content**

The module provides a comprehensive overview of managing and applying innovation within a corporate setting. Students become acquainted with methods, instruments, and tools from the fields of strategic innovation management, design thinking, and business modeling, understand them theoretically, and, with examples, learn how to apply them to develop innovative business ideas, products, services, or entire business models. Throughout the module, the impact of new technologies such as Generative AI and Agentic AI is also incorporated.

Innovation Management

This course provides a deep understanding of innovation management. In addition to theoretical concepts, students will also work on practical examples and case studies.

The course covers the following key contents:

- An introduction to innovation strategies and new developments in the field of innovation management
- A toolbox to manage innovation through the entire process from idea generation via selection of the right ideas and their efficient implementation to the final introduction to the market
- Insights into elements of innovative organizations and innovative culture within organizations

	▪ Selected new topics in innovation management **New Business Models** The course explores the development of new business models by introducing the scientific definition of a business model and its core elements, primarily through the Business Model Canvas. Various business models will be identified, analyzed, characterized, and compared using, for example, the St. Gallen Business Model Navigator. The process for designing and developing innovative business models, especially digital ones, will be discussed and practiced. **Design Thinking** This course provides students with the foundations and key elements of design thinking, practical implementation steps, central success factors, and useful tools. Students will work in groups to apply the individual steps of design thinking, including user interviews, personas, rapid prototyping, and testing, to a problem in a project setting, resulting in a presentation of their solutions. Students will additionally employ Generative AI throughout the individual steps of the challenge to enhance their work and to learn to critically reflect on its potential challenges and risks.
3	**Learning outcomes** After successful completion of the module, students are able to: ▪ know the theories as well as the practical tools to manage innovation throughout its entire lifecycle. ▪ use design thinking as a management method and apply the tools introduced in real-world corporate situations in order to systematically come up with business ideas and develop innovative products and services, and in doing so maintain and promote the innovative capacity of the company. ▪ categorize and classify business models of companies into types, to evaluate and assess them, and optimize them based on the assessment. ▪ independently develop their own new business models systematically. ▪ independently analyze central problems in an innovation management context by consulting literature and including current scientific findings, and identify solution approaches. ▪ become more creative and innovative by applying tools and methodologies taught in the lectures. ▪ acquire additional knowledge independently. ▪ provide a well-founded presentation of their assessments and opinions, and creatively and actively implement them in collaboration with experts and specialists from other fields.

4	**Teaching and learning methods** ▪ Lectures ▪ Discussions ▪ Group work ▪ Case studies ▪ Exercises
5	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: none

IT-enabled Transformation

Module code WS2026_MBAGM6		**Semester** 1 or 2	**Duration** 1 Semester		**Intake** 2nd Semester
Language: English		**Type and duration of exam:** Written exam (120 minutes)	**Weight of the mark in the final grade** 10 % with 60 ECTS-Credits 6.67% with 90 ECTS-Credits		**ECTS credits** 6
1	**Lectures of the module**	**Hours of presence**	**Hours of self-study**	**Total workload (h)**	**SWS**
	Data Science & Business Intelligence	15	45	60	2
	IT-enabled Information Systems	15	45	60	2
	IT Management	15	45	60	2

2 Content

The module focuses on the strategic and operational possibilities resulting from the use of IT in organizations. In addition to data-driven management techniques, different types of software systems are introduced, which contribute to the digital transformation of businesses (e.g. technical or business innovation), of functions and processes as well as of underlying value networks. In addition, the strategic value of IT as a resource and at the same time as organizational subject of modern enterprises is discussed using service and architecture frameworks.

Data Science & Business Intelligence

- Importance of data and information for competitive advantages
- Principles and techniques of providing and analyzing data (e.g., Data Warehouse, NoSQL) as well as machine learning
- Digital knowledge management techniques (e.g., neural networks, generic algorithms)
- Current examples and sample applications for data-driven evaluations and business decisions
- Industrial trends in IT-based management and in data processing
- Research trends and scientific discourse on data management

IT-enabled Information Systems

- Classification of analytic information systems in the IT landscape of an organization (e.g., horizontal and vertical integration of data, functions and processes)
- Features, benefits and architectural concepts of management information systems
- IT-based implementation and analysis of key processes (e.g., SCM, CRM and PLM)

	▪ Profitability analysis, requirement analysis and selection process/development alternatives for business intelligence tools ▪ Market overview of current solutions (e.g., niche products) ▪ Use of tools against the background of new economic trends (e.g. networking and Industry 4.0) **IT Management** ▪ IT strategies and IT-enabled possibilities in the corporate environment (e.g., disruptive technologies) ▪ IT organization and IT frameworks (e.g., roles, process models) ▪ Architecture and application management (e.g., cloud computing, process-oriented software systems) ▪ Performance measurement for IT (e.g., automated reporting) ▪ IT security & IT law ▪ IT governance and IT service management (e.g., ITIL, COBIT)
3	**Learning outcomes** After successful completion of the module, students are able to: ▪ select and apply digital data science methods and tools for complex management issues. ▪ plan and implement the use of software systems for operational and strategic business processes. ▪ evaluate the efficiency of an IT organization and to monitor the strategic operation of IT. ▪ present technical systems for the solution of consulting questions. ▪ classify emerging data science techniques and software solutions for their effective use within organizations. ▪ adapt the expectations of different stakeholders to IT and trace requirements in the organizational structure and process organization. ▪ evaluate different strategic approaches resulting from the digital and data-driven business and to argue them on different hierarchical levels.
4	**Teaching and learning methods** ▪ Lectures ▪ Discussions ▪ Group work ▪ Case studies ▪ Exercises

5	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: none

Leadership Skills

Module code WS2026_MBA-LS	**Semester** 1 or 2	**Duration** 1 Semester	**Intake** 1st semester
Language: English	**Type and duration of exam:** Paper presentation	**Weight of the mark in the final grade** 10 % with 60 ECTS-Credits 6.67% with 90 ECTS-Credits	**ECTS credits** 6

1	Lectures of the module	Hours of presence	Hours of self-study	Total workload (h)	SWS
	Corporate Governance & Business Ethics	15	45	60	2
	Negotiation, Communication & Executive Presentations	15	45	60	2
	Cross Cultural Leadership	15	45	60	2

2 Content

The module "Leadership Skills" develops the frameworks, explores the tools, and the methods and skills a manager needs to lead a company in an international environment. The courses serves the development of intercultural skills, the training of communication, presentation and negotiation skills as well as the teaching of ethical-normative assistance for decision making in the context of corporate governance system.

Corporate Governance & Business Ethics

This course deals with the conditions, theories, standards and applications of ethical and sustainable business behavior. Corporate governance will be reconstructed as a central pillar of the notion of corporate social responsibility (CSR), with a special focus on standards and principles for ethics-based, sustainable business strategies. Analysis and implementation of ethical business decisions as well as the benefits and challenges of moral action in the national and international context are main focuses. On a theoretical economic base, a business ethics concept is developed, critically examined and the application spectrum illustrated. Participants will learn to apply different ethical theories and concepts through case studies and interactive seminar sessions. Emphasis is laid on humanistic principles of good leadership. The main focus is on moral challenges and how to overcome them in order to be a good corporate citizen in the national and global context. Governance problems will be analyzed based on various theoretical backgrounds, including the theory of incomplete contracts and business networks as well as the stakeholder approach. Possible information, monitoring and decision rights for stakeholders will be considered in order to achieve sustainable value creation and fair value distribution.

Negotiation, Communication & Executive Presentations

This course conveys the wide range of interpersonal communication within as well as outside the company. Concepts, models and strategies for team, management and crisis communications are presented, the relationship between goal-oriented, cross-cultural and

	ethical interaction premises and their integration techniques are discussed, techniques for consensual persuasion results are shown. The training of communication skills as well as the training for the realization of set targets takes place through negotiations, role-plays in negotiations as well as by small talk and networking for business communication processes. The course concludes with the structure, the techniques and the practice of presentations, including the different possibilities to use them in meetings and strategies to adapt them to an intercultural context, by modifying the words, images and gestures. **Cross Cultural Leadership** This course addresses the central models, concepts and theories for successful behavior in leadership and teamwork situations. It covers organizational psychological insights into leadership styles and role behavior, motivation and team effectiveness, the use of power and responsibility in decision-making processes, difficulties in change communication and conflict management as well as corporate hierarchies, framework and success factors. The course focuses on cultural awareness as well as scientific approaches and techniques in the field of intercultural communication and management for a diplomatic and confident manner, for example in bargaining situations in different cultures of the world. Ideas and concepts of cross-cultural management, research on culture and identity concepts (e.g. Hall, Hofstede), and the role of culture in the corporate environment will be presented and the techniques and strategies of verbal, non-verbal and para-verbal communication in intercultural contexts will be trained. Finally, the culture shock and other personal reactions to intercultural encounters will be discussed as well as the manager's toolkit of intercultural skills.
3	**Learning outcomes** On successful completion of the module, students: ▪ possess knowledge of basic ethical concepts as they apply to business. ▪ are aware of the expectations and perceptions from a company's business community and social environment. ▪ have knowledge of modern leadership and decision-making styles and their state-of-the-art application. ▪ have insights into intercultural management theory and are able to analyze intercultural business situations. ▪ are able to make prudent business decisions in the face of uncertainty that consider ethical social, regulatory and legal requirements. ▪ are able to assess the advantages of the adoption of social responsibility to identify appropriate decision corridors. ▪ lead decision-making processes and are able to deal with conflicts. ▪ present convincingly in intercultural contexts. ▪ reflect and compare different points of view in groups and organizations. ▪ work constructively and cooperate in a group. ▪ present their positions, discuss them critically and defend them. ▪ convince others and justify their own decisions in a team when needed. ▪ learn from experience regarding negotiation situations and thus to think and act critically.

	▪ help to shape their social environment.
4	**Teaching and learning methods** ▪ Lectures ▪ Discussions ▪ Group work ▪ Case studies ▪ Exercises
5	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: none

Marketing

Module code WS2026_MBAGM2		**Semester** 1 or 2		**Duration** 1 Semester	**Intake** 1st Semester	
Language: English		**Type and duration of exam:** Written exam in Strategic Marketing (Spain), written exam in Digital Marketing and Advanced Market Research (90 minutes)		**Weight of the mark in the final grade** 8.33 % with 60 ECTS-Credits 5.56% with 90 ECTS-Credits	**ECTS credits** 5	
1	**Lectures of the module**		**Hours of presence**	**Hours of self-study**	**Total workload (h)**	**SWS**
	Strategic Marketing & Current Trends (NETHERLANDS)		15	30	45	2
	Digital Marketing		15	30	45	2
	Advanced Market Research		15	45	60	2

2 **Content**

The module covers the broad spectrum of strategic marketing. In addition to the specific analysis of markets, customers, and consumption in the traditional and digital media sectors, strategies and tools for successfully addressing target groups on social media are also presented.

Strategic Marketing & Current Trends

The course Strategic Marketing elaborates on the vast range of generic and specific marketing strategies, their indications, and applications. The course focuses on selecting appropriate strategies and successfully applying them across a variety of market conditions and product and service sectors. This provides the basis for presenting the instruments and conditions necessary for the successful implementation of marketing strategies at the tactical and operational levels.

Digital Marketing

The course Digital Marketing covers online marketing, social media, online advertising, e-commerce and mobile marketing including for example topics such as search engine marketing, affiliate marketing, content marketing, web analytics, mobile multichannel marketing. Principles and types of successful business models in e-marketing and e-commerce are discussed as well as mobile marketing campaigns. Due to the fast changing context, the contents of the class will be adjusted as necessary.

	Advanced Market Research The course Advanced Market Research focuses on multivariate data analysis techniques. Methodical basics of key techniques (regression, cluster, and factor analysis) will be presented, assumptions discussed, and the application will be trained comprehensively using a variety of data sets. Via these applications it will be demonstrated how research applies to marketing, e.g. customer satisfaction, product development, and segmentation.
3	**Learning outcomes** After successful completion of the module, students are able to: ▪ develop marketing concepts and are familiar with tools and instruments for their operational implementation and evaluation ▪ develop promising marketing strategies based on the insights of market research and the specifications of corporate management and brand management ▪ use and evaluate strategies and models for the realization of successful mobile and online campaigns ▪ analyze and strategically develop e-commerce solutions to increase the value of companies in the online environment ▪ integrate mobile and online activities into the overall marketing mix as well as their modification and evaluation ▪ have a solid knowledge of quantitative data analysis techniques Students attain an extension of their personal, social, and methodological competences by different learning and work settings to support independent development, planning, implementation, and organization of strategic and instrumental marketing activities. In particular, by systematically practicing the module content through case studies in individual and small-group formats, students can develop their autonomy and learning skills, as well as improve their communication and reflection skills and their teamwork and leadership skills in a group context. Students can practice the knowledge they have acquired individually, discuss and reflect on possible solutions, and learn to organize and integrate complex strategies, plans, and coordination processes comprehensively and systematically.
4	**Teaching and learning methods** ▪ Lectures ▪ Discussions ▪ Group work ▪ Case studies ▪ Exercises

5	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: none

Master's Thesis

Module code	Semester	Duration	Intake
Module code	**Semester** 3 or 4	**Duration** Master's Thesis = 15 weeks; Cumulative Thesis / Final paper = 10 weeks	**Intake** final semester
Language: English	**Type and duration of exam:** Thesis and disputation ▪ Length of the thesis: 15,000-18,000 words ▪ The editing time: Master's Thesis = 15 weeks; Cumulative Thesis / Final paper = 10 weeks ▪ Disputation: Presentation and scientific discussion	**Weight of the mark in the final grade** 25% with 60 ECTS-Credits 16.67% with 90 ECTS-Credits	**ECTS credits** 15

1	Lectures of the Module	Hours of presence	Hours of self-study	Total workload (h)	SWS
	Master's Thesis	1	449	450	0

2 Content

The Master's thesis is a written final assignment addressing a complex issue within the respective field of study. It is intended to demonstrate that the candidate is capable of independently completing a practice-oriented task from their field within a specified period of time, applying both subject-specific knowledge and interdisciplinary connections using scientific and professional methods. In doing so, the subject-specific and methodological competencies acquired during the Master's program should be applied in a targeted manner.

The Master's thesis can take two different forms:

1. A cumulative thesis:

The cumulative thesis consists of three individual assignments called "contributions" of 2 ECTS credits each and a final paper including the disputation worth 9 ECTS credits. Both the contributions and the final paper, including the disputation, must address a common research topic and answer a broader research question.

The contributions are additional assignments within specific courses in the form of a short paper (approximately 3,000 words) and go beyond the usual coursework requirements. Contributions are assigned and graded by the respective lecturers of the selected courses.

	Only one contribution can be completed per course. Students must register for the contributions during the semester in which the course is taught, at the latest by a predefined deadline set by the examination office. Detailed rules regarding contributions are defined in the examination regulations. The final paper must be written under the supervision of the first assessor, who also assess the thesis. The time available to complete the final paper is 10 weeks, and the required length is approximately 7,500 to 9,000 words. The final paper must be presented in a disputation, which constitutes part of the final grade. The total grade of the master's thesis is calculated as a weighted average of the individual grades for the contributions, the final paper including the disputation. 2. Master's Thesis: Students complete a subject-related Master's thesis worth 15 ECTS credits under the supervision of the first assessor. The thesis is assessed by two examiners. The time allowed for completing the thesis is 15 weeks, and the required length is approximately 15,000 to 18,000 words. The thesis must be presented in a disputation, which constitutes part of the final grade.
3	**Learning outcomes** Upon successful completion of this module, students will be able to: ▪ demonstrate a broad, detailed, and critical understanding of the current state of research in the field relevant to the thesis topic, based on systematic literature review. ▪ develop and clearly structure complex research questions and translate them into an appropriate research design. ▪ select and apply appropriate theories, concepts, and research methods to address the research question. ▪ collect, analyze, and interpret data in a systematic and methodologically sound manner. ▪ integrate findings into the existing body of research and, where appropriate, derive practical implications for business practice. ▪ structure and manage complex research and practice-oriented projects largely independently. ▪ develop well-founded and innovative solutions to business-related problems based on scientific approaches. ▪ communicate complex ideas and research results clearly, logically, and convincingly in written and oral form. ▪ present and defend research results in a disputation and engage in academic discussion with both specialists and non-specialists.
4	**Teaching and learning methods** Independently written paper. Disputation.

	Individual and regular advice provided by the first examiner.
5	**Prerequisites for participation** Formal requirements: see examination regulations

Project Management & Strategic Project 1: GenAI & Digital Transformation

Module code WS2026_MBAGM3	**Semester** 1 or 2	**Duration** 1 Semester		**Intake** 1st Semester	
Language: English	**Type and duration of exam:** Paper presentation	**Weight of the mark in the final grade** 8.33 % with 60 ECTS-Credits 5.56% with 90 ECTS-Credits		**ECTS credits** 5	
1	**Lectures of the module**	**Hours of presence**	**Hours of self-study**	**Total workload (h)**	**SWS**
	Project Management	15	45	60	2
	Strategic Project 1: GenAI & Digital Transformation	15	75	90	2

2

Content

The module covers the fundamentals of project management, which students will simultaneously apply to a current strategic challenge. The module consists of a project management lecture and a strategic project on generative AI and digital transformation.

Project Management

This course provides students with the necessary set of tools and methods to manage and coordinate project work – especially within an international setting. It offers students a platform to share their own experiences and issues with projects that they have managed so far. A focus is on the discussion and application of sequential and agile methods such as stage-gate, scrum, agile project management, etc.

The course covers the following key contents:

- Terminology of project management in relation to sequential and agile methods
- Sequential project management methods:
  - Project proposal and project description
  - Option development and selection, risk assessment, shareholder involvement
  - Work breakdown structure, scheduling, critical path, resource optimization
  - Project reporting and controlling, project communication, project team management
  - Post project appraisal, benchmarking, reasons for failure, test preparation
- Agile project management methods:
  - Scrum
  - Kanban

	Strategic Project 1: GenAI & Digital Transformation The project's objective is for the students to apply the strategic methods they are acquiring in the first semester to a real-life challenge involving new technologies such as genAI in the context of digital transformation. The students will be introduced to the strategic relevance of new technologies, such as genAI, and then work on a challenge set by the lecturer in small teams. The students learn how to approach, structure, and solve new and unknown challenges and to develop practical solutions. Additionally, they train social and personal skills, learn how to work self-responsibly in teams, set targets, structure, and carry out a joint project. In addition, they train their problem-solving competence by applying analytical methods and theories in real life.
3	**Learning outcomes** After successful completion of the module: ▪ Students have trained the required skillset of international project managers – either agile or traditional – therefore, being able to structure and organize projects and monitor their progress for an efficient and effective use of resources and customer satisfaction. ▪ Students have gained a solid understanding of scientific methods and problem-solving. ▪ Students have deepened their knowledge on hypotheses building, target setting, strategy development, implementation, controlling, and presentation of project outcomes. ▪ Students can analyze complex business problem sets and develop customer-oriented solutions. ▪ Students are capable of assessing and monitoring project progress and introducing corrective action if required. ▪ Students are able to read and also set up a functional plan in a team or independently. ▪ Students are able to further increase their social capabilities and teamwork competences and to achieve results in cohesive and collaborative teamwork. ▪ Students actively contribute to the decision-making processes within the project team and learn how to handle group dynamics. ▪ Students are able to reflect their individual as well as their group performance critically. ▪ Students are able to present and discuss their assessments and opinions within class.

4	**Teaching and learning methods** ▪ Lectures ▪ Discussions ▪ Group work ▪ Case studies ▪ Exercises ▪ Project work
5	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: none

Strategic Project 2: Capstone AI & Societal Impact Project

<table>
<tr><td colspan="2">Module code
WS2026_MBAGM7</td><td>Semester
1 or 2</td><td colspan="2">Duration
1 Semester</td><td colspan="2">Intake
2nd Semester</td></tr>
<tr><td colspan="2">Language:
English</td><td>Type and duration of exam:
Paper presentation</td><td colspan="2">Weight of the mark in the final grade
8.33 % with 60 ECTS-Credits
5.56% with 90 ECTS-Credits</td><td colspan="2">ECTS credits
5</td></tr>
<tr><td rowspan="2">1</td><td colspan="2">Lectures of the module</td><td>Hours of presence</td><td>Hours of self-study</td><td>Total workload (h)</td><td>SWS</td></tr>
<tr><td colspan="2">Strategic Project 2: Capstone AI & Societal Impact Project</td><td>15</td><td>135</td><td>150</td><td>2</td></tr>
<tr><td>2</td><td colspan="6">Content
The goal of the module is for students to develop a theoretical understanding of the entire entrepreneurship process and to formulate a business plan or a project suitable for an intrapreneurship setting, drawing on the methods and contents learned throughout the MBA program. The focus of the project is to combine the impact of new technologies, such as AI, with a societal impact aspect.

Students will form small groups, develop a business model and the corresponding business plan, and prepare a pitch presentation. The students will place themselves in the real-world situation of a startup team and apply the competencies acquired in previous lectures. Starting from a business idea, a business plan is developed.</td></tr>
<tr><td>3</td><td colspan="6">Learning outcomes
After successful completion of the module, students are able to:
comprehend the entire entrepreneurship process. They will be familiar with the key elements of entrepreneurship as well as the ideal and typical flow of the individual process steps for a founding project.
develop, design, and write their own business plan, as well as evaluate and assess business plans.
Students have deepened their knowledge on hypotheses building, target setting, strategy development, implementation, controlling, and presentation of project outcomes.
Students can analyze complex business problem sets and develop customer-oriented solutions.
Students are capable of assessing and monitoring project progress and introducing corrective action if required.</td></tr>
</table>

	▪ independently analyze central problems in the entrepreneurship context and identify solution approaches. ▪ present their assessments and opinions, and creatively and actively implement them in collaboration with experts and specialists from other fields. ▪ further increase their social capabilities and teamwork competences and to achieve results in cohesive and collaborative teamwork. ▪ actively contribute to the decision-making processes within the project team and learn how to handle group dynamics. ▪ to reflect their individual as well as their group performance critically. ▪ present and discuss their assessments and opinions within class.
4	**Teaching and learning methods** ▪ Lectures ▪ Discussions ▪ Group work ▪ Exercises
5	**Prerequisites for participation** Formal requirements: none Recommended prior knowledge: Leadership Skills, Future strategic challenges, Marketing

Study Abroad (only for 90 ECTS)

<table>
<tr><td colspan="2">Module code</td><td>Semester
3 or 4</td><td colspan="2">Duration
2 semesters</td><td colspan="2">Intake
Summer and Winter</td></tr>
<tr><td colspan="2">Language:
English</td><td>Type and duration of exam:
depending on the partner university</td><td colspan="2">Weight of the mark in the final grade
33.33%</td><td colspan="2">ECTS credits
30</td></tr>
<tr><td rowspan="2">1</td><td colspan="2">Lectures of the Module</td><td>Hours of presence</td><td>Hours of self-study</td><td>Total workload (h)</td><td>SWS</td></tr>
<tr><td colspan="2">Study abroad</td><td colspan="2">depending on the partner university</td><td>900</td><td>20</td></tr>
<tr><td>2</td><td colspan="6">Content
a) Students will study abroad in 3 different countries including:

South Korea (SolBridge International School of Business of Woosong University in Daejeon)
▪ Doing Business in Asia – 10 ECTS
• Competing in Korea: Technology, Industry and Global Value Chains (5 ECTS)
• Designing the Digital Future: Business Strategy in South Korea (5 ECTS)

Africa (ESCA – Ecole de Management Casablanca)
▪ Doing Business in Africa – 10 ECTS
• Competing in Africa: The Moroccan Gateway (5 ECTS)
• Strategic Management of SMEs and Family Enterprises (5 ECTS)

USA (City University of Seattle or Boston University)
▪ Current Management Trends in the U.S. – 10 ECTS (elective module)
• In contrast to the fixed modules offered in South Korea and Africa, the U.S. option follows an elective structure. Students select courses from a pool of management and business-related subjects according to their individual academic interests and professional goals. This approach allows for greater specialisation and flexibility within the MBA curriculum. Indicative course examples include:
• Multinational Finance & Trade (5 ECTS)
• Innovative Marketing Techniques (5 ECTS)
• The final course selection is agreed upon in advance and documented in an individual learning agreement to ensure academic coherence and full credit recognition by ISM. Course offerings may vary by semester and availability.</td></tr>
</table>

<table>
<tr><td></td><td>b) Study abroad semester – USA (30 ECTS)

Students may alternatively complete one full semester (30 ECTS) at City University of Seattle (USA) or Boston University (USA).

During this semester, students enroll as exchange students and benefit from a broad range of management-related elective courses offered by the host institution. In contrast to the predefined thematic tracks described above, this option allows for greater individual academic flexibility and specialisation.

Students may select courses according to their personal academic interests and professional goals, provided that the chosen modules are related to the field of business administration and international management. The final study plan is agreed upon in advance between the student, the partner university, and ISM and is documented in an individual learning agreement to ensure academic coherence and full credit recognition.

All credits earned during the semester abroad are fully transferable and recognised within the 90 ECTS MBA curriculum.</td></tr>
<tr><td>3</td><td>Learning Outcomes
The study abroad semester enables students to further develop their international, professional, and intercultural competences within diverse economic and cultural contexts.
Students will be able to:
▪ apply and transfer knowledge and competences acquired in the MBA core curriculum to international business environments (e.g., strategy, marketing, finance, operations, HR, and organizational design)
▪ broaden and deepen their understanding of international management practices as well as the economic, political, and cultural frameworks of the respective host country
▪ analyse and evaluate complex business situations from a global and cross-cultural perspective and develop appropriate managerial solutions
▪ integrate knowledge from different functional business areas and apply it in interdisciplinary and international contexts
▪ pursue individual academic specialisations through elective course choices (particularly at the U.S. partner institutions)
▪ collaborate effectively and responsibly in international and culturally diverse teams
▪ communicate professionally across cultures and reflect on different viewpoints and management practices
▪ demonstrate intercultural sensitivity and adaptability in unfamiliar environments
▪ work independently and manage their studies autonomously, including planning and completing an international study period abroad</td></tr>
</table>

	▪ strengthen their self-organisation, resilience, and decision-making skills in a global academic and professional setting.
4	**Teaching and learning methods** Depends on the teaching and learning methods of the respective partner university.
5	**Prerequisites for participation** See examination regulations