
ISM-COURSE HANDBOOK

M.SC. INTERNATIONAL MANAGEMENT

VERSIONS WITH 4 SEMESTERS (120 ECTS-CREDITS): VALID FOR STUDENTS STARTING FROM
WINTER SEMESTER 2026/27

VERSIONS WITH 3 SEMESTERS (90 ECTS-CREDITS): VALID FOR STUDENTS STARTING FROM
WINTER SEMESTER 2026/27

VERSION OF MAY 2026

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LEARNING GOALS

Students acquire broad yet in-depth knowledge of business administration (across various fields such as strategy, finance and controlling, marketing, operations, risk and human resource management, innovation, and corporate ethics). They understand legal and regulatory frameworks (e.g., IFRS), are familiar with modern management approaches (such as agile management methods, design thinking, and AI applications), and can critically assess their relevance for international companies. Graduates are able to systematically analyze complex business situations and develop viable solutions.

In doing so, they formulate and evaluate business and competitive strategies, analyze financial data and risks, plan and manage transformation and innovation processes, and integrate functional perspectives into holistic management decisions (for example in complex decision-making contexts such as evaluating business models or corporate transaction (M&A) projects). Quantitative methods, academic concepts, and practice-oriented tools are applied confidently and with critical reflection.

Students simultaneously develop a professional self-confidence. They work in a structured and academically rigorous manner, reflect on the limitations of models, and take into account ethical, societal, and intercultural dimensions of business activities. In alignment with and against the background of ISM's values, decisions are made not only on economic basis and taking on their responsibility towards investors, but also with consideration for social and regulatory requirements. In terms of personal development, students further strengthen their teamwork, communication and leadership skills through intercultural team experiences and international team compositions. They convincingly present results, facilitate decision-making processes, handle conflicts constructively, and assume responsibility in intercultural contexts. Through project- and case-study-based work, they learn to independently structure complex problems and address them collaboratively in a solution-oriented manner.

Graduates therefore possess the competence profile required for demanding specialist and leadership roles in international companies. They are able to reflect on, take responsibility for, and actively contribute to shaping economic and societal transformation processes.

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STUDY PLAN

120 CP - Start in winter semester

1. Semester Winter semester	ECTS	2. Semester Summer semester	ECTS	3. Semester Winter semester	ECTS	4. Semester Wintersemester / Summer semester	ECTS
International Business Environment	6	Consulting Project	6	Study Abroad	24	Master's Thesis	30
International Business Law	2	Managing Consulting Projects	2	Electives, depending on ISM partner university and individual specialization	24	Master's Thesis	30
International Financial Management	2	Consulting Project	4				
International Financial Reporting	2						
International Strategic Management	6	International Controlling & Corporate Finance	6				
Advanced Strategic Management	2	Corporate Controlling	2				
Business Development	2	Business Planning & Venture Capital	2				
International Business Game	2	Risk Management	2				
Innovation	6	Marketing in a Globalized World	6				
Innovation Management	2	Digital Marketing	2				
New Business Models	2	Customer Relationship Management	2				
Design Thinking	2	Advanced Market Research	2				
Organizational Development	6	International Operations Management	6				
Global HR Management	2	Global Supply Chain Management	2				
New Work in International Organizations	2	Global Sourcing & Production Management	2				
Transformation in the Global Environment	2	Logistics Management	2				
Leadership Skills	6	Internship	12				
Corporate Governance & Business Ethics	2	Practical Experience Phase I	6	Practical Experience Phase II	6		
Negotiation, Communication & Executive Presentations	2						
Cross Cultural Leadership	2						
Total	30	Total	30	Total	30	Total	30

*) Subject to modifications

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120 CP - Start in summer semester

1. Semester Summer semester	ECTS	2. Semester Winter semester	ECTS	3. Semester Summer semester	ECTS	4. Semester Wintersemester / Summer semester	ECTS
Consulting Project	6	International Business Environment	6	Study Abroad	24	Master's Thesis	30
Managing Consulting Projects	2	International Business Law	2	Electives, depending on ISM partner university and individual specialization	24	Master's Thesis	30
Consulting Project	4	International Financial Management	2				
		International Financial Reporting	2				
International Controlling & Corporate Finance	6	International Strategic Management	6				
Corporate Controlling	2	Advanced Strategic Management	2				
Business Planning & Venture Capital	2	Business Development	2				
Risk Management	2	International Business Game	2				
Marketing in a Globalized World	6	Innovation	6				
Digital Marketing	2	Innovation Management	2				
Customer Relationship Management	2	New Business Models	2				
Advanced Market Research	2	Design Thinking	2				
International Operations Management	6	Organizational Development	6				
Global Supply Chain Management	2	Global HR Management	2				
Global Sourcing & Production Management	2	New Work in International Organizations	2				
Logistics Management	2	Transformation in the Global Environment	2				
		Leadership Skills	6				
		Corporate Governance & Business Ethics	2				
		Negotiation, Communication & Executive Presentations	2				
		Cross Cultural Leadership	2				
Internship					12		
Practical Experience Phase I	6			Practical Experience Phase II	6		
Total	30	Total	30	Total	30	Total	30

*) Subject to modifications

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90 CP - Start in winter semester

1. Semester Winter semester	ECTS	2. Semester Summer semester	ECTS	3. Semester Winter semester / Summer semester	ECTS
International Business Environment	6	Consulting Project	6	Master's Thesis	30
International Business Law	2	Managing Consulting Projects	2	Master's Thesis	30
International Financial Management	2	Consulting Project	4		
International Financial Reporting	2				
International Strategic Management	6	International Controlling & Corporate Finance	6		
Advanced Strategic Management	2	Corporate Controlling	2		
Business Development	2	Business Planning & Venture Capital	2		
International Business Game	2	Risk Management	2		
Innovation	6	Marketing in a Globalized World	6		
Innovation Management	2	Digital Marketing	2		
New Business Models	2	Customer Relationship Management	2		
Design Thinking	2	Advanced Market Research	2		
Organizational Development	6	International Operations Management	6		
Global HR Management	2	Global Supply Chain Management	2		
New Work in International Organizations	2	Global Sourcing & Production Management	2		
Transformation in the Global Environment	2	Logistics Management	2		
Leadership Skills	6	Internship	6		
Corporate Governance & Business Ethics	2	Practical Experience Phase I	6		
Negotiation, Communication & Executive Presentations	2				
Cross Cultural Leadership	2				
Total	30	Total	30	Total	30

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90 CP - Start in summer semester

1. Semester Summer semester	ECTS	2. Semester Winter semester	ECTS	4. Semester Wintersemester / Summer semester	ECTS
Consulting Project	6	International Business Environment	6	Master's Thesis	30
Managing Consulting Projects	2	International Business Law	2	Master's Thesis	30
Consulting Project	4	International Financial Management	2		
		International Financial Reporting	2		
International Controlling & Corporate Finance	6	International Strategic Management	6		
Corporate Controlling	2	Advanced Strategic Management	2		
Business Planning & Venture Capital	2	Business Development	2		
Risk Management	2	International Business Game	2		
Marketing in a Globalized World	6	Innovation	6		
Digital Marketing	2	Innovation Management	2		
Customer Relationship Management	2	New Business Models	2		
Advanced Market Research	2	Design Thinking	2		
International Operations Management	6	Organizational Development	6		
Global Supply Chain Management	2	Global HR Management	2		
Global Sourcing & Production Management	2	New Work in International Organizations	2		
Logistics Management	2	Transformation in the Global Environment	2		
Internship		Leadership Skills	6		
Practical Experience Phase I	6	Corporate Governance & Business Ethics	2		
		Negotiation, Communication & Executive Presentations	2		
		Cross Cultural Leadership	2		
Total	30	Total	30	Total	30

*) Subject to modifications

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MODULES

Consulting Project

Module code WS2026_MIM5		Semester 1 or 2		Duration 1 Semester		Intake Summer semester	
Language: English		Type and duration of exam: Presentation		Weight of the mark in the final grade 5.56% with 4 semesters (120 ECTS-Credits) 7.14% with 3 semesters (90 ECTS-Credits)		ECTS credits 6	
1	Lectures of the module			Hours of presence	Hours of self-study	Total workload (h)	SWS
	Managing Consulting Projects			18	42	60	2
	Consulting Project			18	102	120	2
2	Content In this module, students gather (first hand) professional/management experience by working on real-world business problems and challenges that are common for business consultants. In the theoretical part, they are equipped with all relevant analytical methods and tools. In the project part, students work in teams on a real problem set from a corporate business partner – using different analytical and empirical methodologies for quantitative and qualitative data collection and evaluation – and receive direct feedback from the lecturer as well as the client in the context of several presentation rounds. Managing Consulting Projects This theoretical part of the module has the goal to equip students with the relevant tools and methods as well as an understanding of the overall scientific, empirical and structured approach towards problem sets – in theory and practice. Therefore, this course has two focal points: In the first part of the course, students gain an in-depth understanding of the acquisition, coordination, and management processes of consulting projects. They are able to transfer the methods of project management to the consulting business and balance the trilemma between quality, cost, and time constraints – always having customers’ requirements in mind. The following key contents are covered: ▪ Planning of consulting projects ▪ Project management methods and tools – covering the different roles within a project team, project communication, and project controlling ▪ Team building, group dynamics, and client relationship management approaches ▪ Fundamentals of adequate storylining and presentation design						

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	In the second part, students discuss and extend their knowledge on scientific methods for scientifically robust problem solving. The following key contents are covered: ▪ Techniques for structuring empirical studies and their line of argument ▪ Scientific research approaches ▪ Management of scientific projects Consulting Project The task of the students is to apply the methods, they studied in the first course, during their work on a real consulting project and to develop a customer-oriented solution. The students will meet the business partner and receive the business challenge to be solved at the beginning of the semester in the context of a kick-off meeting. They need to employ different forms of field research (qualitative and quantitative) and use methods and tools in a real world business context. They learn how to approach, structure, and solve new and unknown challenges. During the consulting project, students apply the methodological knowledge they have gained from various lectures and practical experience. They train social and personal skills in depth and develop an understanding for the consultant role. They know how to work self-responsibly in teams, set targets, structure and carry out a consulting project. In addition, they train their problem solving competence by applying analytical methods and theories in real life.
3	Learning outcomes The following competences will be trained in the context of this module: ▪ 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 consulting projects. ▪ Students can analyze complex business problem sets and develop customer-oriented solutions. ▪ Students get realistic insights into the business life of a consultant. ▪ Students can apply scientific and theoretical concepts, methods, and tools in a realistic consulting setting. ▪ Students are capable of assessing, monitoring, and reporting the project progress and introduce corrective action if required. ▪ Students can prepare professional presentations and deliver them in front of the customer. ▪ Students actively contribute to the decision-making processes within the consulting team and learn how to handle group dynamics. ▪ Students are able to reflect their individual as well as their group performance critically. ▪ Students learn how to interact with customers.
4	Teaching and learning methods Lectures, Discussions, Group work

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

Module code WS2026_MIM3		Semester 1 or 2	Duration 1 Semester		Intake Winter semester	
Language: English		Type and duration of exam: Paper presentation (i.e. term paper 5,000 words + presentation)	Weight of the mark in the final grade 5.56% with 4 semesters (120 ECTS-Credits) 7.14% with 3 semesters (90 ECTS-Credits)		ECTS credits 6	
1	Lectures of the module		Hours of presence	Hours of self-study	Total workload (h)	SWS
	Innovation Management		18	42	60	2
	New Business Models		18	42	60	2
	Design Thinking		18	42	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 the help of examples, learn how to apply them for the development of innovative business ideas, products, services, or entire business models. Innovation Management This course provides a deep understanding of innovation management: its relevance, its organizational setup in connection with the corporate culture, and its different methods and tools to be applied within a future-oriented global company. In addition to learning the theory of innovation management, students will also work on practical examples and case studies. New Business Models The course explores the generation of new business models by introducing the scientific definition of a business model and its core elements mainly using the Business Model Canvas. Varying types of 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 with regard to digital business models will be discussed and practiced. Design Thinking This course provides students with the foundations and key elements of design thinking, steps for practical implementation, central success factors and useful tools. Students will work in groups to apply the individual steps of design thinking including user interviews,					

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	personas, rapid prototyping and testing to a problem in a project setting resulting in a presentation of their solutions. The module 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 ▪ Discussing and practicing the development of innovative business models especially regarding digital business models, ▪ Overview and application of the Business Model Canvas, ▪ Knowledge of the St. Gallen Business Model Navigator, ▪ The foundations and key elements of Design Thinking, steps for practical implementation, central success factors and useful tools, ▪ An overview of different creativity techniques with selected applications, ▪ Use of Artificial Intelligence in management practices.
3	Learning outcomes The following competences will be trained in the context of this module: ▪ Students demonstrate the ability to participate in management processes under real life conditions and to analyze international business situations. ▪ They are familiar with the relevance of innovation management and its effective project management in order to be prepared for the global competition by developing competitive advantages for the economic as well as labor market. ▪ Students know the theories as well as the practical tools to manage projects as well as innovation throughout their entire lifecycle. They are aware of the Design Thinking methods and different relevant business models. ▪ Students can use Design Thinking as management method and apply the tools introduced in real-world corporate situations to systematically elaborate business ideas and develop innovative products and services. ▪ They are able to categorize and classify business models of companies according to types, evaluate, assess, and optimize them. ▪ They have trained the required skillset of international managers – either agile or traditional – using and applying advances in Artificial intelligence. ▪ Students achieve results in cohesive and consolidated teamwork and communicate information by giving convincing presentations. ▪ They have learned to independently analyze and do research on central problems in the innovation management context and identify adequate solutions. ▪ They have become more creative and innovative by applying tools and methods taught in class. ▪ They are able to present and discuss their assessments and opinions in class, and creatively and actively implement them in collaboration with experts and specialists from other fields.

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

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International Business Environment

Module code		Semester	Duration		Intake	
WS2026_MIM1		1 or 2	1 Semester		Winter semester	
Language: English		Type and duration of exam: Written exam (120 minutes)	Weight of the mark in the final grade 5.56% with 4 semesters (120 ECTS-Credits) 7.14% with 3 semesters (90 ECTS-Credits)		ECTS credits 6	
1	Lectures of the module		Hours of presence	Hours of self-study	Total workload (h)	SWS
	International Business Law		18	42	60	2
	International Financial Management		18	42	60	2
	International Financial Reporting		18	42	60	2
2	Content This module focuses on providing a deep understanding of all major economic framework conditions for doing business successfully and sustainably in the international context. Students will learn about legal requirements, international financial markets as well as international financial reporting standards. They will directly transfer complex course contents to practice matters and, thereby, support managerial decision-making within a complex environment by applying the obtained knowledge in case studies. International Business Law This course provides basic knowledge and expertise on international business law. It gives an overview of the legal issues arising in international legal transactions and focuses on adequate methodologies to approach them. The course draws on lecture notes with practical examples, in-class discussions, and group work. It includes business cases with international exposure and international conflict resolution, e.g. arbitration. The course covers the following key contents: ▪ Overview of the legal systems of the world, in particular the European continental legal systems (Civil Law) and the Common Law system with a focus on the United Kingdom and the USA ▪ The international legal framework given by International Public Law and various supra-national organizations, such as the UN, WTO and EU ▪ International conflict resolution – both by state courts and by way of arbitration ▪ Overview of Private International Law in contractual and non-contractual matters in the EU and the USA ▪ Overview of the UN-Convention on Contracts for the International Sale of Goods (CISG)					

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	International Financial Management This course provides students with an overview of international financial management with particular emphasis on the management of exchange rate risk. Various instruments of international financial management are discussed and applied using quantitative examples and exercises. The course covers the following key contents: ▪ Overview of international financial markets ▪ Challenges and risks of multinational corporations ▪ Exchange rate determination and exchange rate exposures, including quantitative applications ▪ Hedging instruments (e.g. forwards, futures, options, swaps) including quantitative applications ▪ Other topics of international financial management, such as liquidity management, trade finance, and blockchain International Financial Reporting This course outlines the objectives and contents of corporate financial reporting. It highlights the decision usefulness of annual financial information to a wide range of stakeholders. Students learn to read and interpret the key components of a set of financial statements prepared according to International Financial Reporting Standards (IFRS). Building on a framework-based teaching approach, the course familiarizes students with the fundamental accounting qualities and general principles of recognition, measurement and presentation of assets, liabilities, income, and expense. Students gain a thorough understanding of both the benefits and constraints of financial statements published under IFRS. Various real-life financial statement examples as well as in-class case studies accompany this course. The course covers the following key contents: ▪ Introduction to and objectives of Financial Reporting ▪ Conceptual Framework of IFRS-Financial Reporting ▪ Statement of Financial Position (balance sheet) ▪ Statement of Comprehensive Income (profit or loss statement) ▪ Cash Flow Statement ▪ Notes to the financial statements
3	Learning Outcomes The following competences will be trained in the context of this module: ▪ Students are aware of the legal rules influencing the activities of international enterprises. ▪ They know the challenges international corporations face regarding financial management and are aware of available financial instruments to manage these challenges. ▪ Students know the IFRS and are able to understand and work with published annual financial statements. ▪ Students are able to analyze the corporate international footprint and its financial risk exposure, and design suitable international strategies.

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	▪ Students are capable of defining legal approaches to solve international cases and corresponding (legal) conflicts. ▪ They can analyze IFRS financial statements and can actively contribute to decision-making processes. ▪ Students have learned to analyze, discuss, and elaborate case studies autonomously or jointly in teams. ▪ They are able to represent their ideas and opinions as well as their elaborated results in front of the class audience. ▪ Students are capable of transferring complex theoretical input to practical examples and problem sets.
4	Teaching and learning methods Lectures, Discussions, Group work, Case studies, Exercises
5	Prerequisites for participation Formal requirements: none Recommended prior knowledge: none

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International Controlling & Corporate Finance

Module code WS2026_MIM6		Semester 1 or 2		Duration 1 Semester		Intake Summer semester	
Language: English		Type and duration of exam: Written exam (120 minutes)		Weight of the mark in the final grade 5.56% with 4 semesters (120 ECTS-Credits) 7.14% with 3 semesters (90 ECTS-Credits)		ECTS credits 6	
1	Lectures of the Module			Hours of presence	Hours of self-study	Total workload (h)	SWS
	Corporate Controlling			18	42	60	2
	Business Planning & Venture Capital			18	42	60	2
	Risk Management			18	42	60	2
2	Content This module integrates three quantitative courses to achieve a deep understanding of all major facets of financial management within the corporate setting. Students will learn about cost accounting methods and instruments. They will discuss mergers and acquisitions and venture capital for one type of corporate growth. The third course focuses on the specifics of risk management including financial but also operational risk management. By means of exercises, case studies and real life examples, students will become familiar with the tools and methods for adequate risk management practices. Corporate Controlling This course addresses how corporate strategies are backed up by or based on quantitative information and covers life-cycle cost analysis and cost-volume-profit analysis. Market-oriented methods, such as benchmarking and target costing, are distinguished from activity-based costing. In addition, the course covers the following key contents: ▪ Concept of value-oriented controlling and shareholder value approach ▪ Discounted cash flows and enterprise valuation procedures ▪ Performance measurement, Balanced Scorecard, and reporting systems ▪ Big data analysis, business intelligence, and modern executive information system Business Planning & Venture Capital The first part of this course is concerned with the methods of establishing a business plan and integrated business planning, such as fundamentals of budgeting and business plan assessment. The second part of the course covers relevant aspects of venture capital – involved parties, investment process, and different valuation methods. The course covers the following key contents: ▪ The business idea and key elements of a business plan						

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	▪ Business planning with spreadsheets ▪ The venture capital industry ▪ The venture capital investment process ▪ Measuring venture capital returns ▪ Venture valuation ▪ DCF analysis and comparable analyses of growth companies ▪ Venture Capital Method/First Chicago Method Risk Management The lecture provides an introduction to purposes and tasks of risk management as well as an illustration of various application opportunities for financial risk management tools. The course covers the following key contents: ▪ Risk management Standards ▪ Risk management as a process ▪ Risk governance and strategies ▪ Identification, analysis, assessment, and valuation of risks ▪ Risk reporting ▪ Risk Types: Market Risk, Credit Risk, Liquidity Risk and Operational Risk ▪ Hedging strategies, protection against credit risks, developing controls for operational risk.
3	Learning outcomes The following competences will be trained in the context of this module: ▪ Students understand principles of cost accounting, fixed costs, variable costs, and cost center structures and can apply value based management instruments. ▪ They have a clear understanding of target costing, business information systems, and data warehousing. ▪ Students know how to apply state-of-the-art controlling and finance concepts, methods and instruments. ▪ They can assess and manage company risks, prepare an integrated business plan, and evaluate business plans. ▪ They have profound knowledge of how to develop international strategies in the controlling and finance business areas. ▪ Students can differentiate between various performance measurement systems and business intelligence solutions, implement activity based costing systems and value based management systems. ▪ They can apply decision-based cost accounting, life cycle costing, benchmarking, as well as conduct cost (structure) analyses and cost deviation analyses. ▪ Students are capable of systematically and quantitatively identifying and assessing risk potential and approaching it by means of concrete strategies and methods. ▪ Students can solve challenging practical problems and lead task-related discussions. ▪ They are equipped with relevant technical knowledge to lead and follow corporate finance related discussions. ▪ They have the ability to lead decision-making processes, deal with conflicts, analyze intercultural business situations, and develop new concepts, methods, and instruments in these business areas.

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

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International Operations Management

Module code WS2026_MIM8		Semester 1 or 2	Duration 1 Semester		Intake Summer semester	
Language: English		Type and duration of exam: Written exam (120 minutes)	Weight of the mark in the final grade 5.56% with 4 semesters (120 ECTS-Credits) 7.14% with 3 semesters (90 ECTS-Credits)		ECTS credits 6	
1	Lectures of the module		Hours of presence	Hours of self-study	Total workload (h)	SWS
	Global Supply Chain Management		18	42	60	2
	Global Sourcing & Production Management		18	42	60	2
	Logistics Management		18	42	60	2
2	Content This module provides a profound understanding of international operations with its integrated processes, international players, and relevant analytical methods and tools. Operations Management is tripartite in this context: Students will gain insight into global sourcing and supply management practices; they will learn about logistics processes, Operations Research, and optimization methods; and they will learn how to integrate all operations activities in the context of production and supply chain management. The theoretical-methodical concepts, which are discussed in class, will be applied directly and complemented by in-class case study work. Global Sourcing & Production Management Students learn about the critical role of global sourcing for the sustainable success of companies and discuss its value contribution, success factors, risks & mitigations within international corporate settings and global value chains. Besides a short introduction to operational procurement tasks, the focus of this course lies upon strategic sourcing aspects. During the entire course, all theoretical knowledge will be directly applied to different case studies and accompanied by exercises to practice relevant quantitative-methodical analyses. The course covers the following key contents: ▪ Importance & role of Global Sourcing within global value & supply chains: relevance & trends, roles and responsibilities, key drivers & success factors, supply collaboration ▪ Changing external environments in key sourcing markets: trends, risks, impact on global sourcing strategy and operations, interdependencies with global value & supply chains, integration with internal manufacturing networks & operations ▪ Development of global commodity strategies ▪ Strategic supplier selection and portfolio management incl. selection of appropriate sourcing strategies & levers					

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	▪ Operationalizing and monitoring commodity strategies & Supply savings and performance measurement (incl. purchasing controlling, KPIs, etc.) ▪ Future of supply management: role within Industry 4.0 (technologies & value partnerships: smart contracts, e-procurement, big data, data mining, automation) etc. ▪ Global manufacturing networks: role within global value & supply chains, network design, location selection, integration with global sourcing & procurement ▪ Manufacturing operations: manufacturing types, production planning & optimization tools (incl. hands-on application) Global Supply Chain Management Which prerequisites does a sustainable supply chain have to fulfill? Which drivers influence supply chain efficiency and how can they be optimized? How does the adequate degree of internal and external supply chain collaboration look like? How can production be planned and quality guaranteed to maximize corporate value? These are some of the questions that will be discussed in detail in the context of this course. During the entire course, all theoretical knowledge will be directly applied to different case studies and accompanied by exercises to practice relevant quantitative-methodical analyses. The course covers the following key contents: ▪ Analysis and design of customer-centric supply chains: (customer requirements & segmentation, value-service-cost alignment, customer segment specific supply chain types) ▪ Operations process analysis, design, and management (incl. integration into different production layouts) ▪ Lean operations & Quality management ▪ Supply chain performance and risk management (risk identification, assessment, strategies) ▪ Financial supply chain management: revenue, cost & working capital optimization ▪ Concepts of supply chain sustainability and resilience ▪ Supply chain digitization & Industry 4.0: process automation, robotics, AI, IoT, big data etc. Logistics Management Students become familiar with the broad field of logistics management. They will not only get to know classic logistics concepts, Operations Research methods, and different transport means, but also assess systematically the current and future mobility trends and their impact on the triple bottom line. The course covers the following key contents: ▪ Logistics by different industry sectors ▪ Warehousing concepts ▪ Center of Gravity calculations ▪ Forecasting, capacity planning, and network management ▪ Operations Research concepts: optimization and linear programming exploring various problems such as routing and logistics ▪ New logistics business models: 3PL – 4PL – 5PL ▪ Transport modes by air, land, water – transportation operation and profit models
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	▪ Design and calculation of different (intermodal) transport options ▪ Energy consumption calculations ▪ Future of logistics: autonomous driving (trucks, ships, airplanes), smart mobility and smart city concepts
3	Learning outcomes The following competences will be trained in the context of this module: ▪ Students understand the importance of considering operations management as an internally and externally integrated production, supply, and logistics network and as significant part of the corporate value creation. ▪ They are aware of the relevance and bottom line impact potential of operations and understand the development, which these formerly traditional functions have been undergoing. ▪ Students can follow the perspective of operations management in business discussions and understand its required role, especially in the context of industry 4.0. ▪ They know and can apply operations methods and tools and are hence able to lead operations-related discussions and support strategic and operating decision-making. ▪ Students understand the components of a sustainable and successful supply chain process (incl. sourcing, production and logistics) and are well-equipped for applying their obtained knowledge directly in practice – being aware of future trends and developments. ▪ Students have further increased their strategic understanding and trained to apply operations methods and tools effectively in real situations by means of case study work. ▪ They are able to carry out data analyses, map processes, discuss production settings, perform risk assessments, and solve routing problems. ▪ Students are able to solidly define an operations-related strategy, position it in the corporate setting, and define the relevant drivers for its successful implementation. ▪ Students have built up robust knowledge that enables them to participate in operations management discussions in daily corporate life and to advance their individual view solidly. ▪ Using real-life cases in class assures that students are sensitized for their future business context and able to analyze and structure business situations autonomously. ▪ By working jointly on realistic problem sets, students have further strengthened their teamwork competences and their applied analytical skills.
4	Teaching and learning methods Lectures, Discussions, Group Work, Case studies
5	Prerequisites for participation Formal requirements: none Recommended prior knowledge: none

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International Strategic Management

Module code WS2026_MIM2		Semester 1 or 2	Duration 1 Semester		Intake Winter semester	
Language: English		Type and duration of exam: Paper presentation (i.e. term paper 5,000 words + presentation on International Business Game)	Weight of the mark in the final grade 5.56% with 4 semesters (120 ECTS-Credits) 7.14% with 3 semesters (90 ECTS-Credits)		ECTS credits 6	
1	Lectures of the module		Hours of presence	Hours of self-study	Total workload (h)	SWS
	Advanced Strategic Management		18	42	60	2
	Business Development		18	42	60	2
	International Business Game		18	42	60	2
2	Content This module focuses on practicing and integrating cross-linked knowledge with profound methodical, conceptual, and social competencies. It enables the students to analyze the efficiency and effectiveness of processes and functions along an international corporate value chain as well as the overall corporate performance. The aim is to qualify the students to develop concepts and strategies, to monitor and coordinate their implementation, and to optimize an international enterprise in a complex environment through well-founded decisions. Case studies allow students to apply their knowledge and individual work experience directly to specific situations in business. Advanced Strategic Management Strategic management is a reflexive operation within any organization, using continuous analyses considering diverse methods and processes. Its future-orientation forces strategic management to acknowledge the fundamental unknowability of the future. Strategy needs to be ‘reconstructed’ – being culturally and contextually bound. The course provides detailed coverage of the practical implications of strategy tools in the real world and a coherent overview of the established ‘classics’ of strategic management, while taking an innovative approach to contemporary issues such as power and politics, ethics, globalization, and sustainability. The course covers the following key contents: ▪ Reflexivity as strategy: understanding how uncertainty, unknowability, and non-knowledge are the starting points for strategy formulation and how to apply theories dealing with these phenomena for strategic management ▪ Culturalist and critical perspectives: reconstruct strategies as cultural offerings to society and understand how strategic management can be a change maker challenging established ideas, business models, and power structures					

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	- International case studies, state of the art literature reviews, group discussions, and interactive sessions provide a unique learning experience to help students consolidate their knowledge Business Development This course discusses concepts and methods that identify and explore business potential in order to further elaborate and sustain corporate performance. It provides a wide range of tools for planning and managing corporate growth processes systematically. Distinguishing business development and the tasks of the business developer from traditional approaches of strategic management, entrepreneurship, and strategic marketing, this course will enable students to conceive, craft, and implement superior business plans using a market-oriented approach. It will answer the questions: "What is business development?" "What does the business developer do?" and "What characterizes good, structured, and effective business development?" A range of different case studies is used to answer the key questions: What do we have to do in order to become more successful? How do we attract new customers and clients? How do we work more effectively with the customers or clients we already have? How do we generate more profit? The course covers the following key contents: - Strategic analysis of corporate organizations - Introduction and discussion of different portfolio management approaches and diversification strategies - Portfolio development through business unit strategies, acquisition, and cooperation - Implementation and controlling of strategies on corporate level: structural design, Management Information Systems, incentive systems, strategic controlling International Business Game One aim of the course is to create awareness for the complexity of operating an international company and to improve cross-linked thinking. Many theories, tools and knowledge learned in other parts of the module or other modules can be applied. The business game also incites the development of quantitative methods and skills in analyzing key environmental and organizational variables and enhances fact-based analytical decision-making competencies. In addition, the game facilitates practical experiences in teamwork and problem solving. The course follows the subsequent procedure: - Introduction to the business game setting - Playing and analyzing one practice round and 5 to 7 actual playing rounds - Continuous analyses of the results per round - Selective lessons explaining and deepening game-relevant issues as needed
3	Learning Outcomes The following competences will be trained in the context of this module: - Students are able to develop relevant business strategies for international enterprises and know the challenges and pitfalls in strategy implementation within a global organization. - They are able to identify key success factors of business development and sustainability – from the strategic as well as operational perspective.

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	▪ They can differentiate between organic and inorganic growth and know different company valuation techniques. ▪ Students are aware of important business drivers and performance measures and ratios and are able to interpret their meanings in the international corporate context. ▪ Students learn about core concepts and theories in order to develop business-level and corporate-level strategies, incl. agile corporate development methods. ▪ They can identify and quantitatively evaluate potential M&A-targets along the Due Diligence process. ▪ Students can apply portfolio assessment and management techniques. ▪ They know how to apply methods to analyze and assess the competitive environment and corporate resources and capabilities in a methodical-quantitative way for rational decision-making. ▪ Students work on their problem-solving skills, learn how to manage complexity, and understand that corporate decision-making is affected by multiple variables. ▪ They will be familiar with solving problems from a holistic perspective. ▪ Students will be aware of playing a leading role and showing entrepreneurial spirit when developing, implementing, and controlling business concepts in the company as well as in consulting services.
4	Teaching and learning methods Lectures, Discussions, Group work, Business game
5	Prerequisites for participation Formal requirements: none Recommended prior knowledge: none

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Internship

Module code WS2026_PR		Semester Not fixed		Duration 12 weeks (120 ECTS program) or 6 weeks (90 ECTS program)		Intake Each semester, during the semester break	
Language Depending on the company		Type and duration of exam: Report		Weight of the mark in the final grade 0 %		ECTS credits 12 (120 ECTS program) or 6 (90 ECTS program)	
1	Lectures of the module			Hours of presence	Hours of self-study	Total workload (h)	SWS
	Practical experience phases (120 ECTS program)			0	360	360	0
	Practical experience phases (90 ECTS program)			0	180	180	0
2	Content Internships, which must be completed in an international context – either in Germany or abroad –, provide students with direct insights into daily business life regarding strategic, operating, and social challenges. They experience different working environments and apply theoretical knowledge and experience that they have acquired during their studies in practice. The practical phase should focus on aspects of the study program and can be carried out, for example, in the following areas: corporate development, marketing, controlling, corporate finance, HR, supply chain management, project management.						
3	Learning outcomes Upon successful completion of the module, students ▪ Have a deeper understanding of processes, activities, organizations, and structures in an international corporate environment. ▪ Can apply the theories, models and techniques previously learned to the practice of international management and check their applicability. ▪ Reflect on the impact of their own actions and behaviors in work processes. ▪ Can participate in professional relationships with people of different backgrounds and from different hierarchical levels. ▪ Recognize, reflect and represent their own role in the organizational structure of the company. ▪ Can critically reflect ethical aspects of their work in the company. ▪ Can question their own communication, relationship and self-management skills critically. ▪ Solve practical problems using structured planning and working techniques. ▪ Deal with conflict and stress situations in the professional world.						
4	Teaching and learning methods						

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	“Learning by doing” during the internship; if necessary, individual advice on application strategies and networking / job coaching / vacancy research by professors
5	Prerequisites for participation Formal requirements: none Recommended prior knowledge: Students need to prepare for the internship thoroughly with regard to contents and goals of the internship, the conditions at, since these are important aspects for the assurance of quality, i.e. student and company have to enter into an arrangement regarding the tasks, goals, work station and supervisor of the intern. This agreement is a mandatory part of the final report. In addition, it is strongly recommended that students participate in events organized by ISM’s career center to develop their professional profiles.

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Leadership Skills

Module code WS2026_LS		Semester 1 or 2	Duration 1 semester		Intake Winter semester	
Language: English		Type and duration of exam: Paper presentation	Weight of the mark in the final grade 5.56% with 4 semesters (120 ECTS-Credits) 7.14% with 3 semesters (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		18	42	60	2
	Negotiation, Communication & Executive Presentations		18	42	60	2
	Cross Cultural Leadership		18	42	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 offers a contemporary and systematic introduction to the theoretical foundations, standards, and practical applications of corporate governance and business ethics in a national and international context. Corporate governance is understood as a core element of ESG, related to CSR, with a clear focus on sustainable governance as a form of responsible leadership. Particular attention is paid to frameworks and leadership principles that integrate environmental and social sustainability with economic goals. The focus is on ethical decision-making and moral challenges in the corporate governance practice of supervisory boards. Current developments, such as the growing importance of ESG criteria, diversity on the supervisory board, digital transformation, and AI-related governance responsibilities are addressed. Environmental and social sustainability issues such as climate responsibility, human rights, ethics in the supply chain, and social impact are explicitly treated as integral components of responsible corporate governance. The course takes a problem- and application-oriented teaching approach, combining theoretical analysis with case studies and interactive elements. Students apply ethical theories and governance concepts to complex business situations, reflect on them critically, and evaluate the opportunities and limitations of ethical action in a global and competitive environment. This enables participants to develop					

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	governance and ethically sound strategies that contribute to sustainable value creation and long-term social acceptance. Negotiation, Communication & Executive Presentations This course conveys the wide range of interpersonal communication in a corporate context. Concepts, for audience- and goal-oriented, ethical interaction and their integration into presentation techniques are discussed, techniques for consensual persuasion results are shown. The course includes the structure, the techniques and the practice of presentations, including the different possibilities to use them in an intercultural context. The training of communication skills as well as the training for the realization of set targets takes place through the preparation for and evaluation of a complex negotiation scenario. The course also concentrates on the identification of negotiation targets, their achievement within an ethical framework and the evaluation of the final negotiated agreement. Particular emphasis is placed on intercultural elements and the analysis and management of expectations, limitations and bottom lines for both sides of the negotiation table. Cross Cultural Leadership This course prepares students to lead effectively in culturally diverse and global environments. It combines classic and contemporary theories of culture and leadership—including Hofstede, Hall, and GLOBE—with critical reflection on culture as dynamic, contextual, and intertwined with identity and organizational practices. Students develop practical skills in verbal, non-verbal, and digital communication, negotiation, conflict resolution, and managing multicultural and virtual teams. Emphasis is placed on building cultural reflexivity, ethical decision-making, and strategies to navigate intercultural challenges with confidence and sensitivity. Through applied exercises and real-world case studies, students develop a comprehensive toolkit for responsible, adaptable, and culturally informed leadership in complex organizational settings.
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. ▪ 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.

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	▪ 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

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Marketing in a Globalized World

Module code WS2026_MIM7		Semester 1 or 2	Duration 1 Semester		Intake Summer semester	
Language: English		Type and duration of exam: Written exam (120 minutes)	Weight of the mark in the final grade 5.56% with 4 semesters (120 ECTS-Credits) 7.14% with 3 semesters (90 ECTS-Credits)		ECTS credits 6	
1	Lectures of the module		Hours of presence	Hours of self-study	Total workload (h)	SWS
	Digital Marketing		18	42	60	2
	Customer Relationship Management		18	42	60	2
	Advanced Market Research		18	42	60	2
2	Content This module provides students with the relevant knowhow about the marketing of goods and services, customer value creation as well as the role of marketing strategy in influencing organizational behavior in an international setting. Current trends in marketing practices will also be discussed in depth. This is complemented by introducing students to the role of marketing research techniques, which are valuable tools for successfully executing strategies. Digital Marketing This course explores data driven and technology enabled marketing in an international context. Building on an overview of the consequences of digitalization for markets, media and platforms, it introduces key concepts, tools and metrics for planning, implementing and optimizing digital marketing activities across the customer journey. The course covers the following key contents: ▪ Consumer behavior in a globalized and digital world ▪ Platform business models ▪ Key technologies such as AI, automation and advanced analytics ▪ Resulting transformations in product, pricing, communication and distribution decisions ▪ Ethical and regulatory implications (e.g., privacy, transparency and fairness) ▪ Case study exercises of best practice examples Customer Relationship Management The course introduces the concept of customer value before outlining the strategic goals of CRM in a globalized world as well as their operationalization in terms of customer acquisition, retention and development. Based on this, the course focuses on the opportunities of generating and interpreting customer data in order to improve business processes, which lead to higher customer acquisition rates and improved customer loyalty.					

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	The course covers the following key contents: ▪ Customer-relationship-management concepts ▪ Customer-relationship lifecycle and customer journey ▪ Customer intelligence as a key element of effective CRM ▪ Methods of data acquisition: internal and external data sources (i.e. competitive analysis, general trends, service contacts, mystery-shopping, click-tracking) ▪ Business-intelligence-tools ▪ Data preparation, evaluation and analysis (i.e. OLAP, data mining, text mining, web mining, case-based reasoning, geographical information system) and interpretation Advanced Market Research This course focuses on multivariate data analysis techniques. It introduces the methodological foundations of key statistical procedures, with a particular emphasis on variance- and regression-based analysis, examines their underlying assumptions, and provides hands-on training in applying these methods to various data sets. Practical application examples illustrate how market research can inform business decision making (such as marketing activities, uncovering cause-and-effect relationships, tracking customer satisfaction, and guiding product development). The data will be analyzed using a state of the art software. The course covers the following key contents: ▪ Fundamentals of data analysis (in particular scale level and hypothesis testing) ▪ Introduction to the programming language ▪ t-test, one-way ANOVA, and univariate ANOVA ▪ Simple linear and multiple linear regression analysis ▪ Mediation and moderation analysis
3	Learning outcomes The following competences will be trained in the context of this module: ▪ Students are equipped with the key fundamental skills required by marketing managers in order to successfully implement, execute and control (digital) marketing programs. ▪ Students understand the nature and behavior of consumers, marketing segmentation, targeting approaches, advanced marketing concepts, and digital marketing. ▪ Students will know about the wide spectrum of marketing of goods and services as well as the role of strategy in influencing consumer behavior and enhancing customer relationship management. ▪ They dispose of comprehensive knowledge of planning, implementation, management and control of communication and sales-oriented marketing activities in digital media. ▪ Students show the fundamental skills concerning the development and implementation of successful marketing strategies (incl. CRM), quantitative data analysis techniques (incl. multivariate analysis methods), the application of research tools and data methods for business performance assessments, and they have gained insights in the potential for companies to create and deliver value through customer relationship management.

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	▪ They are able to develop and evaluate strategies and models for the realization of successful mobile and online campaigns. ▪ They can integrate mobile and online activities into the overall marketing mix as well as their modulation and evaluation. ▪ Students have trained their different competences by directly applying the acquired theoretical and methodological knowledge within a team setting and management context. ▪ By systematically practicing the content of the module through role plays, case studies, and group exercises, students have deepened their knowledge, discussed and reflected potential solutions, and learned to develop adequate strategies, and to solve complex planning and coordination processes in a goal-oriented manner. ▪ Students have further enhanced their data analysis and presentation capabilities as well as strengthened their quantitative competence due to the strong research focus of this module.
4	Teaching and learning methods Lectures, Discussions, Group work, Case studies
5	Prerequisites for participation Formal requirements: none Recommended prior knowledge: none

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Master's Thesis

Modul code WS2026_MT		Semester 4 (120 ECTS program), 3 (90 ECTS program)	Duration 1 Semester		Intake Each semester	
Language: English		Type and duration of exam: Thesis and disputation - Length of the thesis: 25,000-30,000 words - The editing time: Master's Thesis = 18 weeks; - Disputation: Presentation and scientific discussion	Weight of the mark in the final grade 27.78 % with 4 semesters (120 ECTS-Credits) 35.71% with 3 semesters (90 ECTS-Credits)		ECTS credits 30	
1	Lectures of the module		Hours of presence	Hours of self-study	Total workload (h)	SWS
	Master's Thesis		1	899	900	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 ideal procedure for the preparation of the Master's thesis is as follows: ▪ Identification and refinement of the topic ▪ Definition of the research question, title, (rough) structure, scheduling and research design ▪ Identification and analysis of relevant theoretical contexts and independent literature research on state of the art knowledge as well as related work ▪ Logical structuring of the thesis ▪ Methodological handling of the question (of quantitative and/or qualitative nature) ▪ Documentation of the study and its results according to the instructions (e.g. formal requirements of the ISM or DGPs or APA guidelines) ▪ Regular coordination with the first examiner ▪ Disputation (oral examination)					
3	Learning outcomes Upon successful completion of this module, students will be able to:					

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	▪ 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

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Organizational Development

Module code WS2026_MIM4		Semester 1 or 2	Duration 1 Semester		Intake Winter semester	
Language: English		Type and duration of exam: Written exam (120 minutes)	Weight of the mark in the final grade 5.56% with 4 semesters (120 ECTS-Credits) 7.14% with 3 semesters (90 ECTS-Credits)		ECTS credits 6	
1	Lectures of the Module		Hours of presence	Hours of self-study	Total workload (h)	SWS
	Global HR Management		18	42	60	2
	New Work in International Organizations		18	42	60	2
	Transformation in the Global Environment		18	42	60	2
2	Content This module focuses on sharing technical and methodical knowledge on state of the art concepts in human resource management and organizational development. It also strengthens the personal and social competences of students, preparing them for interaction in dynamic and transformative contexts. International corporate environments are increasingly dynamic, thus understanding business change and its appropriate management becomes a key prerequisite for future managers. Considering the enterprise as a generally balanced system, the students as future international managers have to understand how the business as a whole or parts of it (people-related change or organizational restructuring) are impacted by transformation processes and how to handle resulting challenges and consequences sustainably. Global HR Management This course focuses on the strategic and organizational requirements for HR management in international corporate settings. In addition to 'classic' HR-strategies, -controlling, and organizational models, evolving concepts will be discussed: The role of HR as part of digital transformation, the potential of new technologies for HR management, the design of agile HR structures and digital HR processes. The relevance of global socio-economic changes (e.g. megatrends like changing value systems or changing demographics, VUCA) will be analyzed as well as how human resources can be managed sustainably and successfully in the light of different cultural backgrounds and complex systems like international corporations. In addition, employer branding, sourcing and retention – focusing on creating and sustaining effective teams – are discussed. The course covers the following key contents:					

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	▪ Deriving HR strategy from corporate strategy using models and case studies ▪ Defining the corporate value contribution of the HR function ▪ The role of HR management as driver of digital transformation ▪ Following the Employee Life Cycle, exploring employer branding, recruiting, retention, development etc. ▪ Models for employee motivation and performance management – especially in highly dynamic and complex international environments New Work in International Organizations Considering digitization as one of the main drivers for new work models in international large corporations, SMEs as well as startups, this course focuses on concepts and scenarios for work design on an organizational as well as individual level. How and in which format can innovative, flexible, and convertible structures be designed? Which innovative organizational models are adequate and feasible? In order to sustain international competitiveness, the idea of motivating employees to think and act entrepreneurially and to move continuously towards an agile startup-structure is discussed in depth. The role of corporate culture and its strategic relevance, especially in situations of transformation from classic, traditional work structures to new work concepts, will also be covered in detail. The course covers the following key contents: ▪ Refreshment of traditional work and organization concepts as well as relevant organizational theories (e.g. transaction cost theory, value net, network theory) ▪ Discussion of different organization forms: network organizations, virtual enterprises, swarm organization, holocracy, process organization, Enterprise 2.0 ▪ Corporate entrepreneurship: based on the five management functions (planning, organization, HR, leadership and control), discussion of different concepts for entrepreneurial actions, management techniques, instruments and methods. ▪ (Future) role of corporate culture in a working environment 4.0 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 (system theory, organizational development model by Lewin, corporate development model by Greiner, etc.)
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	▪ Different challenges in implementing change and their management ▪ Portfolio of change instruments and methods ▪ Promising implementation of change by certain systematics
3	Learning outcomes The following competences will be trained in the context of this module: ▪ Students understand the connection between corporate and personnel strategy as well as the operating and strategic role of HR management. ▪ They are aware of the importance of human capital – its sensitive handling through sustainable measures such as values, education, training, health, incentives, etc. – its recruitment as well as retention. ▪ They know and understand current organization forms and can critically discuss benefits and challenges, as well as evaluate their adequacy for specific cases. ▪ Students know about the situational prerequisites and adequacy of each new work form and can discuss them critically. ▪ They understand why changing work formats oftentimes go along with the demand for an increased entrepreneurial culture and why this is the basis for sustainably successful corporations. ▪ They understand the dimension, typology, and effectiveness of corporate culture as well as its impact on corporate success. ▪ Students can analyze and assess the impact of current and future trends on corporate systems, are aware of their chances and challenges and how to manage necessary transformative action. ▪ Students have a solid understanding of the most important theories and concepts of strategic HR management and controlling and are able to apply them. ▪ They are able to analyze organizational challenges by means of current literature and scientific insights and to elaborate adequate solutions autonomously. ▪ Students understand the concept of corporate entrepreneurship and relate the relevant factors capacity for innovation and implementation, flexibility, agility, proactivity, and readiness to assume risk to this concept. ▪ They can apply change management instruments and are aware of the impact of corporate coaching. ▪ Students have increased their degree of readiness to conceive corporate challenges from a holistic, systemic perspective. ▪ They see transformation in general positively – as a chance and manageable challenge. ▪ Students are able to represent their opinion on digital transformation, its impact on organizational structures, and the role of HR management in this context profoundly. ▪ They are able to work constructively in teams on complex organizational tasks. ▪ Students will also be able to present their individual solutions in front of a third party and to reflect them critically.
4	Teaching and learning methods Lectures, Discussions, Group Work, Case studies

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5	Prerequisites for participation Formal requirements: none Recommended prior knowledge: none
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Study Abroad

Module code WS2026_AU		Semester 3	Duration 1 semester		Intake Winter semester
Language: Depending on the country		Type and duration of exam: According to the exam regulations of the respective partner university.	Weight of the mark in the final grade 22.22 % with 4 semesters (120 ECTS-Credits)		ECTS credits 24
1	Lectures of the module		Hours of presence	Hours of self-study	Total workload (h)
	Study abroad		depending on the partner university		720
2	Content Intercultural, social, and personal competences are critical success factors in the world of international business. Thus, the semester abroad is a major prerequisite for a successful career as an international manager or working in an international business environment. For one semester, ISM students will enroll as exchange students at one of ISM’s partner universities. This semester abroad will broaden the students’ perspectives on international management matters and new cultures as well as further strengthen their personalities. The content of the study abroad phase will be coordinated and agreed upon between the partner university and ISM – documented by means of an individual learning agreement. The individually selected course program abroad has to be related to the field of international management. Students can obtain a current overview of the selectable degree-specific courses from the International Office’s MOVEON database.				
3	Learning outcomes The following competences will be trained in the semester abroad: ▪ Students will be able to transfer their skills and abilities from the first and second semester to an international context (e.g. consumer behavior, organization design, HR management). ▪ They will broaden/deepen their knowledge in the field of international management and additionally learn about economic and cultural specifics in the respective host country. ▪ Students will be able to deal with complex relationships, assess them systematically while also considering intercultural and transnational aspects, and develop new solutions, which may be cross-national if necessary. ▪ They will be able to consolidate and integrate knowledge from various related fields. ▪ Students are able to collaborate within an international group in a goal-oriented and constructive manner, and in doing so help shape their social environment.				

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	▪ They can reflect on varying standpoints while taking into account cultural differences in groups and organizations, compare them, and discuss them to increase mutual understanding. ▪ Students can work autonomously; they possess well-developed self-organizational skills and confidence based on the independently organized study abroad phase or semester program at the partner university, which they planned on site and completed successfully.
4	Teaching and learning methods Depends on the teaching and learning methods of the respective partner university.
5	Prerequisites for participation See examination regulations