

Examination regulations for Master Degree Programmes

Business Intelligence & Data Science
Digital Marketing
Entrepreneurship
Finance
General Management
Human Resources Management & Digital Transformation
International Business
International Logistics & Supply Chain Management
International Management
Luxury, Fashion & Sales Management
Organizational Psychology & Human Resources Management (new name as of winter the term 2022:
Arbeits- & Organisationspsychologie)
Psychology & Management
Real Estate Management
Strategic Marketing Management
Strategic Sports Management
Sustainability & Business Transformation

as of April 21st 2015 (including the modification articles as of September 9th 2015, February 22nd 2016, May 19th 2016, February 27th 2017, March 22nd 2018, December 7th 2018, April 16th 2019, November 13th 2019, November 12th 2020, June 25th 2021, December 8th 2022, December 6th 2023, October 10th 2024, February 11th 2026 and May 18th 2026).

Please note

This is a translation of the original German "Prüfungsordnung für die Master Studiengänge Business Intelligence & Data Science, Digital Marketing, Entrepreneurship, Finance, General Management, Human Resources Management & Digital Transformation, International Business, International Logistics & Supply Chain Management, International Management, Luxury, Fashion & Sales Management, Organizational Psychology & Human Resources Management, Psychology & Management, Real Estate Management, Strategic Marketing Management, Strategic Sports Management, Sustainability & Business Transformation, vom 21.4.2015 in der Fassung gemäß den Ordnungen zur Änderung der Prüfungsordnung für die Master Studiengänge vom 9.9.2015 (ÄO Master 01), vom 22.2.2016 (ÄO Master 02), vom 19.5.2016 (ÄO Master 03) vom 27.02.2017 (ÄO Master 04), vom 22.3.2018 (ÄO Master 05), vom 7.12.2018 (ÄO Master 06), vom 16.4.2019 (ÄO Master 07) vom 13.11.2019 (ÄO Master 08), vom 12.11.2020 (ÄO Master 09), vom 25.6.2021 (ÄO Master 10), vom 8.12.2022 (ÄO Master 11), vom 06.12.2023 (ÄO Master 12), vom 10.10.2024 (ÄO Master 13), 11.02.2026 (ÄO Master 14) sowie vom 18.05.2026 (ÄO Master 15)." Should there be any discrepancies between the English translation and the original German version, the original text shall prevail.

Pursuant to § 2 (4) and § 64 (1) of the Higher Education Act of the State of North Rhine-Westphalia (Hochschulgesetz – HG), as amended by the Act of 12 July 2019, ISM International School of Management has issued the following examination regulations for the Master examination in the Master degree programmes.

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Related documents:
Study plan
Module handbook

Preamble

The Master degree programmes in economics at ISM prepare students for professional and management functions in enterprises. The courses provide the students with the necessary in-depth knowledge of economics as well as the capacity for independent application of sophisticated methods from economics. Students will be qualified to analyze and interpret complex and interdisciplinary issues, to classify findings critically and to think and act in a responsible manner and with an interdisciplinary mindset. In addition to the acquisition of vocational competence, the studies will foster a high level of international and practical professional competence.

Gender equality is respected in the structuring of the studies and their content.

Disadvantage compensations for students aimed at providing parity in study and examination conditions with regard to admission to study courses as well as the organization and structuring of studies, workload and modifications of studies and examinations are taken into account in the corresponding rules and guidelines.

General

§ 1 Scope of Application, Commencement of Studies, Disadvantage Compensation

1. These Master examination regulations apply to the conclusion of studies in the degree programmes:

- Business Intelligence & Data Science
- Digital Marketing
- Entrepreneurship
- Finance
- General Management
- Human Resources Management & Digital Transformation
- International Business
- International Logistics & Supply Chain Management
- International Management
- Luxury, Fashion & Sales Management
- Organizational Psychology & Human Resources Management (new name as of the winter term 2022: Arbeits- & Organisationspsychologie)
- Psychology & Management
- Real Estate Management
- Strategic Marketing Management
- Strategic Sports Management
- Sustainability & Business Transformation

The full-time degree programmes Arbeits- & Organisationspsychologie, Business Intelligence & Data Science, Digital Marketing, Entrepreneurship, Finance, Human Resources Management & Digital Transformation, International Logistics & Supply Chain Management, International Management, Luxury, Fashion & Sales Management, Psychology & Management, Real Estate Management, Strategic Marketing Management, Strategic Sports Management, and Sustainability & Business Transformation comprise 90 ECTS credits and have a standard duration of three semesters, but can also be studied in a variant with an additional semester at a partner university abroad and a standard duration of four semesters (120 ECTS credits).

The degree programmes Finance, International Management, International Business as well as International Logistics & Supply Chain Management are offered in English.

The degree programmes Digital Marketing, Luxury, Fashion & Sales Management, Business Intelligence & Data Science¹, Entrepreneurship, Psychology & Management, Strategic Marketing Management as well as Strategic Sports Management are offered in German or English.

The degree programme "General Management" is offered with a workload of 60 or 90 ECTS credits and may be studied on a full-time or part-time basis. The language of instruction is English.

Insofar as hereafter no explicit differentiation is made between the Master degree programmes, the regulations apply jointly to all Master degree programmes.

2. In addition to the general section, these examination regulations include the appendixes "Module Handbook" and "Study Plan." Adjustments and changes to the appendixes may be determined by the examination board.
3. The examination regulations in their respectively valid version are an integral part of the study agreement.
4. Studies in the first semester of the Master degree programme may usually be taken up in the winter semester. By way of exception, the degree programme "General Management" as well as the degree programme "International Business" may additionally be taken up in the summer semester.
5. To ensure equality of opportunity for disabled students (within the meaning of § 2 para 1 of the Social Security Code IX) or for those with chronic illnesses, disadvantage compensations with regard to admission to Master degree programmes, academic calendar and conditions as well as examination procedures and conditions are accorded which compensate for the disadvantages. Presentation of appropriate proofs may be required to substantiate a disability or chronic illness. In cases of dispute an authorized expert is to be involved in formulating the disadvantage compensation. Furthermore, the statutory maternity periods, parental leave periods as well as inactive periods due to the care or provision of spouses, registered life partners or a direct relation or first-degree relation by marriage are to be observed if these are in need of care or provision.
6. While observing the requirements of the discipline and depending on the circumstances of the individual case, the following compensations may for example be accorded:
 - Extension of the total period in which certain study and examination work is to be performed (examination period)
 - Changes in duration (including editing time, interruption of time-based study and examination work by individual recuperation periods which may not be counted against the editing time) and/or circumstance (splitting of examination work into work segments) of individual study and examination work
 - Extension of periods between individual pieces of study and examination work

¹ As of winter 2020, this degree course will only be offered in English.

- Possibility of co-determination in setting examination dates (e.g. not immediately before or after particular therapeutic measures)
 - Performance of study and examination work in a form other than scheduled
 - Allowance of an individual instead of a group examination
 - Release from the duty of regular attendance of lectures (with offsetting of attendance through performance of compensatory work)
 - Allowance of necessary aids (e.g. braille) and assistance services (e.g. sign language interpreter as well as provision of adapted (examination) documents (e.g. large print)
 - Taking an examination in a separate room
7. If a student provides credible evidence that, due to a prolonged or permanent physical disability, a chronic illness, or in accordance with the applicable statutory maternity protection provisions, they are unable to complete examination requirements in whole or in part in the prescribed form, the examination board shall permit the student to complete the examination requirements within an extended period of time or to provide equivalent examination performance in an alternative form. Once granted, compensation for disadvantages (reasonable accommodation) due to a chronic illness or disability shall apply to all future examination requirements, provided that no change in the nature of the illness or disability is to be expected.

§ 2 Preconditions for Study

1. The precondition for taking up studies is a proof of
 - a university of applied science entrance qualification or a general qualification for university entrance or a subject-linked qualification for university entrance or an entrance qualification recognized as equivalent by the competent government agencies or an entrance opportunity regulated by statutory ordinance according to § 49 para 4 of the Higher Education Act (HG).
 - in the case of Master degree programmes comprising 120 ECTS credits, a first professionally qualifying higher education degree comprising 180 ECTS credits.
 - in the case of Master degree programmes comprising 90 ECTS credits, a first professionally qualifying higher education degree comprising 210 ECTS credits. By way of exception, applicants who have obtained fewer than the required 210 ECTS credits with their first professionally qualifying academic degree may be admitted (details are governed by the "Admission Regulations" in the respective version in force).
 - in the case of Master degree programmes comprising 60 ECTS credits, a first professionally qualifying higher education degree comprising 240 ECTS credits. By way of exception, applicants who have obtained fewer than the required 240 ECTS credits with their first professionally qualifying academic degree may be admitted (details are governed by the "Admission Regulations" in the respective version in force).
2. If the final certificate of the first university degree is not available at the beginning of the programme, provisional admission (conditional admission) may be granted provided that the standard period of study of the first degree programme has been completed by the start of the

Master degree programme and all other admission requirements are met. The missing degree certificate must be submitted to ISM no later than six months after the beginning of the first semester and in any case no later than ten working days after issuance of the final certificate. For participation in double degree programmes, the final certificate of the first degree must be submitted no later than three months after the beginning of the semester. If proof is not provided within the specified deadline, ISM is entitled to proceed with exmatriculation. In this case, any examination results already achieved will not be certified.

3. In addition, the different Master degree programmes can define additional requirements, such as certain disciplines of the Bachelor degree programme, required minimum ECTS credits in certain subject areas, evidence of a deep knowledge in foreign languages, specialized work experience or certain internships (details are governed by the “Admission Regulations” in the respective version in force).
4. Admission to the programme must be refused if the applicant does not meet the admission requirements pursuant to paragraphs 1 to 3 or has definitively failed a required examination in the chosen degree programme at a higher education institution within the scope of application of the German Basic Law. This shall apply accordingly to related or comparable degree programmes.
5. Further enrollment requirements (e.g., participation in a selection procedure) are governed by the University in the “Admission Regulations” in the respective version in force.

§ 3 Structure and Content of the Master Degree Programme

1. The degree programmes Arbeits- & Organisationspsychologie, Business Intelligence & Data Science, Digital Marketing, Entrepreneurship, Finance, Human Resources Management & Digital Transformation, International Logistics & Supply Chain Management, International Management, Luxury, Fashion & Sales Management, Psychology & Management, Real Estate Management, Strategic Marketing Management, Strategic Sports Management and Sustainability & Business Transformation are offered with a normal time-to-degree of three semesters (90 ECTS credits) or with an additional semester abroad with a normal time-to-degree of four semesters (120 ECTS credits). A study period of four semesters is divided up as follows:
 - 1st and 2nd semester: Study at ISM
 - 3rd semester: Study at an ISM Partner University.
 - 4th semester: Study at ISM

The normal time-to-degree for the degree programme “International Business” is four semesters (120 ECTS), which take place at ISM.

2. The standard period of study in the “General Management” degree programme is four trimesters in the full-time variant and four semesters in the part-time variant; the programme is predominantly completed at ISM. For students commencing their studies from the winter semester 2026/2027 onwards, the standard period of study in the 60 ECTS variant is two semesters in full-time study and three semesters in part-time study. In the 90 ECTS variant, the

standard period of study is three semesters in full-time study and four semesters in part-time study.

3. The workload is allocated through credit points according to the European Credit Transfer System (ECTS). The workload includes attending lectures, preparation and follow-up, internships, and preparation for and participation in exams. A credit point comprises 30 hours of work. A total of 60 credit points must be acquired per academic year. The workload per academic year amounts to approximately 1,800 hours. By way of derogation, in the full-time “General Management” programme up to 72 credit points must be acquired per academic year. This corresponds to a workload of 2,160 hours. If the “General Management” programme is studied part-time, up to 48 credit points must be acquired per academic year. This corresponds to a workload of 1,440 hours. For students commencing their studies from the winter semester 2026/2027 onwards, a maximum of 60 ECTS credits per academic year (1,800 hours of workload) applies in the full-time “General Management” degree programme. In part-time study, up to 45 ECTS credits per academic year (1,350 hours of workload) may be earned.
4. For the purpose of these examination regulations, a course is any form of instruction delivered in person, online, and/ or in hybrid format that can be quantified in semester contact hours (SWS) or teaching units (UE) and is specified in the module handbook and the study plan.
5. The Master degree programme is structured in modules. The modules are usually composed of several courses coordinated with each other by topic. The modules are usually worth four to eight credit points, and the Master’s Thesis is worth 30 credit points. By way of derogation, the Master’s Thesis in the “General Management” degree programme is worth 18 ECTS credits; for students commencing their studies from the winter semester 2026/2027 onwards, it comprises 15 ECTS credits.
6. The contents of the Master degree programme are conceived in such a way that the course can be concluded in the regulation study period. The individual contents can be found in the module handbook (see appendix “Module handbook”).
7. The required and compulsory elective modules including their number of hours are set down in the study plan (see appendix “Study Plan”). This study plan is at the same time a recommendation to students for an appropriate structuring of their studies. The contents of the individual modules and the lectures assigned to them follow from the module descriptions published in the module handbook.
8. Each module concludes with a module examination. Credit points are awarded for examinations successfully passed.

§ 4 Course Guidance

1. General course guidance is given by ISM staff members. It extends to questions of course suitability and the academic calendar as well as career planning. A confidential person is available for psychological support as is a representative for the concerns of students with a disability or chronic illness.

2. Subject-specific course guidance is the responsibility of the course director. They give support to students in particular on questions of content, structure, requirements and techniques of the Master degree programme.
3. A list of names for the above contacts is provided by ISM through suitable media.
4. Making use of course guidance is especially recommended:
 - at commencement of studies,
 - on changing a Master degree programme or university,
 - on failing examinations,
 - on interruption of studies and
 - before terminating studies.

Master Examination

§ 5 General, Master Degree

1. The Master examination is based on the knowledge and understanding of a bachelor degree and deepens and broadens this essentially. The Master degree focuses on the definition, interpretation and critical discussion of the limits, terminologies and doctrines of the subject area and selected special areas of interest. This leads to the fact, that own ideas and solutions – also in an interdisciplinary context and with incomplete information – as well as new knowledge and skills can be autonomously developed and applied.
2. The requirements of the Master examination are fulfilled by acquiring credit points according to the study plan. A prerequisite for the successful completion of the degree programme is the acquisition of 120 ECTS credits (workload = 3,600 hours), 90 ECTS credits (workload = 2,700 hours), or 60 ECTS credits (workload = 1,800 hours), depending on the respective structure of the degree programme.
3. If the Master examination has been passed, ISM confers the degree of ...
 - “Master of Arts” (“M.A.” for short) in the Master degree programmes “Digital Marketing”, “Entrepreneurship”, “Human Resources Management & Digital Transformation”, “International Business” (study start before the summer term 2022), “International Management” (study start before the winter term 2016/2017), “Luxury, Fashion & Sales Management”, “Psychology & Management” (study start before the winter term 2017/2018), “Strategic Marketing Management”, “Strategic Sports Management” and “Sustainability & Business Transformation”,
 - “Master of Business Administration” (“MBA” for short) in the degree programme “General Management”, or
 - “Master of Science” (“M.Sc.” for short) in the Master degree programme “Business Intelligence & Data Science”, “Finance”, “International Business” (study start summer term 2022 or later), “International Logistics & Supply Chain Management”, “International Management” (study start winter term 2016 and later), “Organizational Psychology & Human Resources Management” (new name as of the winter term 2022: “Arbeits- & Organisationspsychologie”), “Psychology & Management” (study start winter term 2017/18 and later) and “Real Estate Management”.
4. The appendix “English Trail” in the degree programmes “Business Intelligence & Data Science”, “Digital Marketing”, “Entrepreneurship”, “Luxury, Fashion & Sales Management”, “Psychology & Management”, “Strategic Marketing Management” and “Strategic Sports Management” is not reported separately.
5. The Master examination consists of the module examinations and a thesis. The module examinations take place during the Master degree programme at the times when each module in

the Master degree programme is scheduled according to the study plan (see appendix “Study Plan”).

§ 6 Examination Board

1. The tasks assigned by these examination regulations are the responsibility of the examination board for the faculty of economics, which – unless regulated otherwise – acts as the joint examination board for the Master degree programmes in the faculty of economics. The examination board is an examining body of the ISM International School of Management. The composition of the examination board is regulated in the senate’s rules of procedure.
2. The examination board supervises compliance with the examination regulations and ensures the proper conduct of examinations. The board appoints examiners and observers and decides on the withdrawal of the appointment. It is in particular responsible for decisions on objections to decisions taken in examination procedures. The examination board reports to the faculty regularly, at least once a year, on the development of study periods and the allocation of grades for the parts of the Master examination and the overall grades. The examination board makes suggestions on reforming the examination regulations and the study plan. As a rule, the examination board can devolve the execution of its duties to the chair of the examination board.
3. The examination board is quorate if besides the chair, or in the event of his absence his deputy, at least two further professors as well as at least two further voting members are present. It makes decisions by a simple majority. In the case of a voting tie the vote of the chair, or if absent his deputy, has the casting vote. The student members of the examination board do not take part in consultation and decision-making on issues which concern the determination of examination tasks or their own examinations.
4. Meetings can also be conducted by video conference or by circulation in writing. In the circulation procedure decisions are taken by email vote if no more than two members object to this type of voting.
5. The members of the examination board have the right to be present during an examination. Exceptions to this are student members who are to submit to the same examination in the same examination period.
6. Meetings of the examination board are not public. The members of the examination board and their deputies are subject to confidentiality. They are to be bound to secrecy by the chair of the examination board.
7. Decisions made by the examination board or its chair in relation to a justified request submitted in writing by the examinee must be communicated to the examinee by email, or in the case of negative decisions, immediately in writing, stating the reasons and providing information on legal remedies. The formal and content requirements for reasoned requests, in particular following an examination review, are regulated in the guideline “Prüfungseinsicht und Nachkorrekturanträge” (translated: Examination Inspection and Requests for Re-Assessment). This guideline, in its currently valid version, is an integral part of these examination regulations. § 2 para 3 No. 3 of

the Administrative Procedure Act (VwVfG) for the Land of North Rhine-Westphalia, in particular on the exception to the duty to give a hearing and to give reasons in decisions of a scientific or artistic nature, remains unaffected.

8. Reasoned requests to the examination board pursuant to paragraph 7 require that the justification addresses at least one of the following points:
 - a) Certain solution pages were inadvertently not taken into account during the correction of written examination papers,
 - b) There is a demonstrable arithmetic error in the calculation of the total score,
 - c) There is an obvious and objectively verifiable error in the academic assessment based on a misunderstanding or incorrect factual basis.

Questions of interpretation regarding the academic assessment do not constitute grounds for reasoned requests under this provision. Further details, in particular the procedure for the inspection of examination documents and for requests for reassessment, are governed by the guideline "Prüfungseinsicht und Nachkorrekturanträge" (translated: Examination Inspection and Requests for Re-Assessment), in its version valid at the time.

§ 7 Examiners and Observers

1. Examiners and observers are appointed by the examination board for the conducting of the Master examination. The appointment is made via the employment as a faculty member or an adjunct faculty member and is valid for the duration of the contract. Only those who have taken at least one Master examination applicable to the subject or a comparable degree, in particular a diploma examination applicable to the subject, or have acquired a comparable qualification (e.g. Magister), may be appointed as examiners.
2. Unless compelling reasons require differently, the examiners should have exercised a relevant independent teaching activity in the study section to which the examination applies. If several examiners are to be appointed, at least one examiner should have taught in the relevant module.
3. The examiners are independent of instructions in their examination activities.
4. Only those who have taken at least one relevant Master examination or a comparable examination, in particular a relevant diploma examination, or have acquired a comparable qualification, may be appointed as observers (expert observers).
5. The chair of the examination board ensures that the examinee is notified in due time of the names of the examiners. The notification should usually be given at least two weeks before the examination. The notification is made electronically or by bulletin.
6. Examiners and observers are bound to secrecy on examination matters.

§ 8 Recognition and Credit transfer regarding Study Periods and Examination Credits

1. Study and examination credits produced in another ISM Master degree programme or a congeneric Master degree programme at another state or state-approved university or at another state or state-approved vocational academy or at a foreign state or state-approved universities can be transferred insofar that there is no significant difference in terms of competences, contents, learning objectives and as well as qualification level and/or profile (e.g. research or application-orientated) from those of the Master degree programme the recognition is applied for. At the same time an overall consideration should be undertaken with regard to the importance of the credits for achieving the objectives of the Master degree programme and the purpose of the examinations (see appendix "Module handbook"). In this respect there is a significant difference, if the applicant is likely to be hindered in successfully completing the Master degree programme. The burden of proof for asserting significant differences lies with the university.
2. The examination board makes decisions on the transfer of credits according to para 1. Responsible faculty representatives are to be consulted to arrive at a decision. The applicant must present the documents required for the transfer of credits. Applications for the transfer of credits must be processed within three months.
3. In the case of a transfer of credits according to para 1 students will receive the number of credit points designated according to the appendix "Study Plan".
4. For the transfer of study and examination credits the equivalence agreements approved by the culture ministers' conference (KMK) and the German Rectors' Conference (HRK) should be observed. Also to be observed are agreements which are part of university partnerships. In cases of doubt the German "Zentralstelle für ausländisches Bildungswesen" is to be consulted.
5. Where there are differences in the grading system a grades conversion is to be undertaken according to the "modified Bavarian formula" of the culture ministers' conference (Agreement on the determination of overall grades for foreign university entrance certificates. Decision of the culture ministers' conference of 15th March 1991 in the version of 18th November 2004). Where grading systems are not comparable the remark "passed" will be adopted. The transfer of credits will be indicated in the certificate.
6. On request, skills and abilities attained in a manner other than through a higher education course, can be recognized on the basis of submitted documents (such as certificates, subject descriptions, curricula etc.), when the content and level of the study and examination credits that they shall replace are equivalent. The verification of whether the study and examination credits provided by the applicant is equivalent to the study and examination credits that they should replace is made in each individual case on the basis of documents submitted by the applicant. It is the applicant's responsibility to demonstrate the equivalence.
7. The decision regarding the recognition of knowledge and skills rests with the examination board according to para. 6. Applications for recognition are to be processed within three months. Non-

university achievements may be recognized as study and examination credits to a maximum of 50% of the total ECTS-points. Study and examination credits acquired through recognition are recorded with the note "passed" in the diploma. They are not considered for the calculation of the overall grade.

§ 9 Examination Dates

1. At least one examination possibility per semester will be offered for the elements to be examined. The examination board may set further dates. Notification is made electronically or by bulletin.
2. The examinations and their chronological sequence are scheduled bindingly by the examination board. Exception will be decided by the examination board.
3. Participation in the first attempt at an examination must take place no later than three semesters after the semester to which attendance of the course is assigned according to the study plan. Furthermore, repeat examinations must be taken no later than three semesters after participation in the first attempt. If this is not the case the student loses the right to take the examination. Loss of the right to take an examination may result in a change to different or new examination regulations or de-registration.

§ 10 Assessment of Examination Performance

1. Grades for individual pieces of examination work are set by the respective examiners. If parts of examination work are composed of more than one element, the assessment of the examination work consists of the weighted arithmetic mean of the individual grades.
2. The following grades are to be used to assess examination performance:

1	Very good	An excellent performance
2	Good	A performance above average requirements
3	Satisfactory	A performance in accordance with average requirements
4	Sufficient	A performance that in spite of its faults still meets requirements
5	Failed	A performance that because of considerable faults does not meet requirements

For further differentiation of an assessment, grade figures decreased or increased by 0.3 may be used; grades 0.7, 4.3, 4.7 and 5.3 are excluded. Only examination performance with a grade between 1.0 and 4.0 inclusive may be credited to the Master examination.

3. The assessments "passed" and "failed" are also allowable for module examinations. In this case a module examination counts as "passed" if it meets the requirements. If a module examination is composed of several pieces of examination work, all the pieces of examination work must be assessed as "passed" to pass the module examination.

4. If several examiners are involved in an examination they assess the overall examination performance jointly unless otherwise determined in the following. If assessments do not agree, the grade will be the result of the arithmetic mean of the individual assessments.
5. If the grade for an examination performance is calculated from the arithmetic mean, two decimal places are recognized in the result of the mean calculation – all others are deleted. The assessment of a grade determined in this way is
 - Up to 1.50 “Very good”
 - Over 1.50 to 2.50 “Good”
 - Over 2.50 to 3.50 “Satisfactory”
 - Over 3.50 to 4.0 “Sufficient”
 - Over 4.0 “Failed”
6. A module examination has been passed if it has been assessed at least as “sufficient” (4.0). A failed part of an exam (5.0) leads only then to the fact that the module examination is “failed” (5.0), when the weighted arithmetic mean of the all part of an exam are less than 4.0. If a module examination has been passed, this also means that the credit points assigned according to the appendix “Study Plan” have also been gained.
7. It is possible to inspect corrected written examinations and to submit a request for reassessment. An evaluation by a second instructor, however, is not provided for and therefore cannot be requested.
8. Details regarding the inspection of examinations, the requirements for a request for reassessment, and the submission of reasoned requests to the examination board are governed by the guideline “Prüfungseinsicht und Nachkorrekturanträge” (translated: Examination Inspection and Requests for Re-Assessment), which, in its version valid at the time, constitutes an integral part of these examination regulations.

§ 11 Repetition of Examination Work, Failure of the Master Examination

1. If module examinations have been “failed” (5.0) they may be repeated twice. One time only a module examination may also be repeated three times (free trial examination to compensate for hardship cases). The possibility of repeating module examinations is regulated by § 18, § 20, § 21, § 22 and § 23. The Master examination has been “definitively failed” if the free trial examination or another third attempt has been assessed as “failed” (5.0).
2. The “oral exam” form is bindingly laid down for the free trial examination. The free trial examination cannot be accorded when a failed examination has been declared as “failed” (5.0) due to improper conduct, in particular an attempt at cheating.
3. In contrast to paragraph 1 the “Study Abroad” module can only be repeated once. The Master examination has been “definitively failed” if when the Study Abroad module is repeated it earns a “failed” (5.0) assessment.

4. The thesis may be repeated once. The Master examination has been “definitively failed” if when the Master’s Thesis is repeated it earns a “failed” (5.0) assessment. Sentences 1 and 2 shall not apply to the cumulative Master’s Thesis pursuant to paragraph 5.
5. In the “General Management” degree programme, from the winter semester 2026/2027 onwards, the Master’s Thesis may alternatively be completed in the form of a cumulative Master’s Thesis. This consists of three “Contributions” and a “Final Paper,” including a disputation. Each of the four partial examination components may be repeated once. If one or more “Contributions” are assessed as “fail” (5.0) even after repetition and the topic of the “Final Paper” has not yet been issued by the Examination Board, a non-cumulative Master’s Thesis may be completed instead of the cumulative Master’s Thesis. The “Contributions” completed within the framework of the cumulative Master’s Thesis shall not be credited towards the non-cumulative Master’s Thesis. They shall not be included in the overall grade and shall neither appear in nor be certified on the final transcript. The Master’s examination is deemed to be “definitively failed” if the “Final Paper,” including the disputation, is assessed as “fail” (5.0) even after repetition.
6. If the examinee can definitively no longer be admitted to an examination scheduled according to the appendix “Study Plan” or if they have “definitively failed” the Master examination, the examinee will receive a notification, together with information on legal remedies, of the associated compulsory de-registration. On application the examination board will issue a certificate for the successfully achieved examination and study achievements.

§ 12 Cheating, Breach of Regulations

1. If the examinee attempts to influence the result of their examination performance by cheating, e.g. use of inadmissible aids or plagiarism, the corresponding examination performance will be assessed as “failed” (5.0). The attempt at cheating is to be put on record by the respective examiner or proctor.
2. In the case of a first attempt at cheating the president or vice-president will issue a warning; in the case of a repeated or serious attempt at cheating the examinee may also be de-registered.
3. An examinee who interferes with the proper course of the examination may usually after warning be excluded from continuing the examination performance by the respective examiner or proctor. In this case the corresponding examination performance will be assessed as “failed” (5.0), and a warning is to be issued by the president or vice-president for teaching. The reasons for the exclusion are to be put on record.
4. The examinee may within 14 days after the decision request that decisions according to paragraph 1 and paragraph 3 be reassessed by the examination board. This is done with an informal written request.

Module Examinations

§ 13 Objective, Number, Form and Extent of Module Examinations

1. The Master degree programme is structured according to the study plan (see appendix “Study Plan”) in modules (required and, as the case may be, compulsory elective modules), each of which concludes with an examination. The examinations are intended to determine whether the examinee has mastered the contents and methods of the module (see appendix “Module handbook”) in the essential relationships and can independently apply the acquired skills and abilities. The module examination usually consists of an examination at the end of the semester and/or examination work during the semester.
2. Examinations may be conducted in person and/or in digital form. Digital examinations are those that are carried out using electronic information and communication technologies and are administered with the examinee and examiner physically separated. They may be conducted synchronously or asynchronously, and under supervision or without supervision, provided that the type, scope, and requirements of the respective examination ensure independent, verifiable, and equivalent performance. The specific format of the examination is determined and communicated by the examination board.
3. The specific number, format, scope or duration, and requirements of the examinations are listed in the module handbook. At the beginning of a semester, the examination board may, in consultation with the examiners, modify the examination modalities and communicate these changes.
4. The following forms of module examination are provided for:
 - Report
 - Term Paper as individual or group work
 - Written Exam with or without preparatory reading time
 - Written Exam with intermediate examination
 - Partial examinations during the course
 - Oral exam
 - Presentation as individual or group work
 - Paper presentation
5. If the module examination is carried out wholly or partly as an examination during the semester, all forms of examination are allowed which permit an individually recognizable study performance, in particular partial examinations during the course, term papers, presentations and paper presentations.

§ 14 Admission to Module Examinations

1. Only those who are registered (matriculated) in the relevant Master degree programme at the ISM and not on vacation may be admitted to module examinations. Students who are on vacation can however be admitted to module examinations which they have to repeat because of a failed attempt.
2. The examination board may provide for a registration procedure (application for admission) for admission to individual module examinations.
3. Admission will be decided by the examination board. The decision on admission will usually be announced two weeks before the examination date. Notification is made electronically or by bulletin.
4. Admission will be denied if
 - the requirements named in paragraph 1 are not fulfilled or
 - the deadlines have not been complied with or documents (paragraph 2) are incomplete and have not been completed by the deadline set by the examination board.

§ 15 Conduct of Module Examinations

1. Examination dates are set by the examination board and communicated to the examinee in a timely manner, usually at least two weeks before the respective examination. Notification is made electronically or by bulletin.
2. On demand of the examiner or invigilator examinees are to identify themselves with ISM student identification or official photographic identification.
3. All examination procedures, such as number of participants, start of written exam, end of written exam, disturbances, early hand-ins (including in the preparation periods) are to be documented with a signed record, unless an electronic documentation (e.g., for online examinations) is available.
4. Lateness is the responsibility of the student.
5. A module examination counts as “failed” (5.0) if the examinee does not appear at an examination appointment, withdraws from the examination after it has started or if examination work is not completed within the prescribed working time. In the case of compelling reasons, such as illness of the examinee, the determining reasons for the absence are immediately to be credibly reported to the examination board in writing. Presentation of proofs of this, such as a doctor’s certificate, may be demanded. If the examination board recognizes the reasons, the examination will be annulled and the examinee will be notified of this in writing or in a note on the intranet.
6. For module examinations that consist of several partial examinations all of these partial examinations must be completed within the same semester, otherwise the result of one partial examination constitutes the overall result for the entire module.

§ 16 Technical Disruptions in Digital Examinations

1. If, in a digital written examination, the transmission of the examination tasks, the processing of the examination tasks, the submission of the examination performance, or the conduct of video supervision is not possible or not properly possible for technical reasons, the examination shall be terminated at the respective stage. The examination performance shall not be assessed; the examination attempt shall be deemed not to have been undertaken. This shall not apply if the student is responsible for the technical disruption.
2. If, during a digital oral examination, the video or audio transmission is temporarily disrupted, the examination shall be continued after the disruption has been remedied. If the technical disruption persists and proper continuation of the examination is not possible, the examination shall be repeated at a later date. Paragraph 1 sentences 2 and 3 shall apply accordingly.
3. If, during a digital oral examination, a technical disruption occurs only after a substantial part of the examination performance has been completed, the examination may, in deviation from paragraph 2, be continued and concluded by telephone without the use of a video conferencing system, provided that equal opportunities are ensured.
4. Paragraphs 1 to 3 shall apply accordingly to practical digital examinations.
5. Technical disruptions in digital examinations, in particular disruptions of the internet connection, the hardware or software used, or the examination platform, shall result in the examination not being assessed and the examination attempt being annulled, provided that the student is not responsible for the disruption.
6. The circumstances relevant to the absence from, termination of, or interruption of a digital examination must be substantiated in text form to the examination board without undue delay, but no later than five calendar days after the examination date. The examination board shall decide whether the requirements pursuant to paragraph 5 are met and determine the further procedure. If the requirements pursuant to paragraph 5 are met, the examination shall be deemed annulled and shall not count as a failed attempt. If they are not met, the examination shall be deemed failed.

§ 17 Recordings in Digital Examinations in Connection with Academic Misconduct and Breaches of Regulations

1. In digital examinations, video supervision may be conducted to ensure the proper conduct of the examination. Permanent or indiscriminate recording of image, audio, or screen data shall not take place.
2. If, during or after a digital examination, there is a justified suspicion of academic misconduct within the meaning of § 12 (1) or of a breach of regulations within the meaning of § 12 (3), the image, audio, or screen data lawfully collected in the context of the examination may be reviewed by the respective examiner or by a person appointed by the examination board, insofar as this is necessary to clarify the facts of the case.

3. If the review reveals indications of academic misconduct or a breach of regulations, these shall be documented by the respective examiner or by a person appointed by the examination board and submitted to the examination board for further decision. The provisions of § 12 shall remain unaffected.
4. The evaluation of the data shall be carried out exclusively for the purpose of determining academic misconduct or a breach of regulations. Any further use or evaluation for other purposes shall be prohibited.
5. The students concerned shall be informed, in an appropriate manner and no later than prior to the commencement of the digital examination, about the nature, scope, purpose, and duration of the data processing.
6. The data collected shall be deleted without undue delay as soon as they are no longer required for the decision pursuant to § 12, but no later than upon completion of any review procedure pursuant to § 12 (4).

§ 18 Module Examinations in the Form of Written Papers

1. Reports (scientific protocols or field trip reports) are a written, systematic review (sometimes summary) of an activity applicable to the subject (e.g. internship, field trip, discussion round) including a critical discussion of the contents.
2. Term papers are independently created continuous texts according to scientific and technically practical methods in written form on a given topic or a practically orientated task or problem (case study) which is to be solved within a given time and volume.
3. Term papers can be produced as individual or group work. In the case of group work the individual contribution of each student must be recognizable, e.g. identified by an indication of sections, page numbers or other objective criteria.
4. The examination board sets the editing period and the volume. Usually this should not exceed eight weeks. The examination board may increase the editing period for group papers as well as papers with a very high workload (greater than six credit points). The examination board may accord extensions to compensate for disadvantages such as longer illnesses or serious technical or family problems.
5. More details on the editing of written papers are regulated in supplementary “guidelines on the preparation of written papers”.
6. The examinee must affirm in lieu of oath that they have prepared the present paper independently and without using other than the stated aids and that the ideas derived directly or indirectly from outside sources are identified as such and that the present paper has not so far been presented in the same or similar form as examination work in any other examination procedure and has also not been published. The statutory declaration must state the number of words written in the paper.

7. Examinees must further declare that they agree to the present paper being submitted to a plagiarism test, that the consent of the referee is to be obtained before any publication of the paper and that they have been informed that a violation of the statutory declaration (para 6) entails the threat of disallowance of the examination work as well as deception or fraud proceedings.
8. In addition, the examinee must attach to the submitted work a declaration regarding the use of generative artificial intelligence (AI) (cf. § 2 (5) of the “guidelines on the preparation of written papers”).
9. The examinee is to be notified of the assessment of the report or term paper no later than eight weeks after submission of the term paper. Notification is made electronically or by written bulletin.
10. If a report has been assessed as “failed”, it may be reworked and resubmitted for assessment once only within a period stipulated by the examination board. If the report is again assessed as “failed” (5.0) in the second correction cycle, then it has definitively failed. Otherwise the report is to be assessed as 4.0 or “passed”.
11. If a report has definitively failed or a term paper has been assessed as “failed” (5.0), the module or partial module work as well as the examination is to be repeated with a new topic or a new issue.

§ 19 Module Examinations in the Form of Written Exam

1. Written exams serve to verify the solution of problems as well as the treatment of topics in a limited time and with limited aids by the usual methods of the discipline.
2. Written exams with preparatory reading time serve to verify the solution of tasks, based on a comprehensive study of cases, in a limited time with limited aids by the usual methods of the discipline. The working time in these cases is to be increased by 30 minutes (preparatory reading time).
3. A choice of topics may be given in the written exam, but there is no right to this.
4. Multiple choice questions (MC questions) may constitute no more than 50 percent of the total number of points to be attained. MC questions must be posed in such a way that they can be answered unequivocally. Allowable MC questions consist of a question followed by a choice of four to five answers from which the right answer is to be chosen. Assessment per MC question is by plus points for correct answers and minus points for incorrect answers, although less than 0 points cannot be given in an MC questionnaire. plus and minus points have the same value.
5. The written exam is set by the examiners involved. The coordination as well as the weighting of the subject areas in the written exam (through the number of points to be attained) is determined by the head of module. Every examiner assesses the whole written exam regardless of the proportions and their weighting. Otherwise the examination board may because of the singularity of a subject area decide that an examiner awards point only for the part of the written

exam that corresponds to their subject area. The grade is determined jointly by the examiners by means of the number of points attained.

6. Written exams take place under supervision. The examiner decides on the permissibility of aids. The examinee will be advised of the permitted aids electronically or by bulletin in due time before the examination.
7. If a written examination is conducted as an online examination, the examinee shall, upon registration for the examination, receive the access data required to complete the online examination. The online examination shall be electronically supervised using electronic communication systems. For this purpose, the examinee shall install a software application on their computer which records the screen and, via a webcam, also records the examinee. Prior to participation in the online examination, the examinee must verify their identity by presenting an appropriate document (student ID card or official identity card). In the course of electronic supervision, the applicable data protection regulations shall be observed, and students shall be informed, prior to the start of the online examination, about the data collected. Before the first registration for an online examination, students shall be informed of the documented procedure for conducting online examinations as approved by the examination board.
8. The examinee is to be notified of the assessment of each written exam after no longer than eight weeks. Notification is made electronically or by written bulletin.

§ 20 Module Examinations in the Form of Oral Exams and Presentations

1. Oral exams serve as evidence of an understanding of the relationships in the examination area and the integration of special questions into these relationships, as well as to test the basic knowledge communicated so far. A special form of oral exams is a negotiation, in which a position has to be represented on a case-by-case basis and in a solution-oriented manner.
2. A presentation is an independently prepared and delivered speech on a given topic, to be supported by suitable visual aids. The presentation may be followed by an oral discussion. The collaboration in the preparation of the presentation may be an object of assessment. The presentation may take place over several occasions. As part of the examination work a decisive summary (executive summary) as well as the visual support material (e.g. PowerPoint slides) are to be handed in by the appointed date of the final presentation.
3. The oral examinations are taken before an examiner in the presence of an expert observer or before several examiners as group examinations or as individual examinations. The observer is not entitled to ask questions. Presentations may also be carried out without the presence of an expert observer.
4. If a presentation is performed as a group effort, the individual contribution must be identified e.g. by an indication of sections, page numbers or other objective criteria.

5. Before determining the grade, the examiner is to consult with the observer. In collegial examinations the examiners are to agree on a concerted grade. In this case they jointly establish the weighting of the parts before the start of the examination.
6. The essential topics and results of the examination, in particular the facts relevant to grading, are to be registered in a record. This is to be signed by the examiner as well as the expert observer or by the examiners involved (collegial examination). The examinee is to be notified of the grade of the examination no later than two weeks after the examination.
7. Students who intend to take the same examination during a later examination period are permitted as an audience depending on the available space, as long as no examinee has raised an objection on registering for the examination. The permission does not extend to consultation and disclosure of the examination result.
8. If an oral exam or a presentation has been assessed as “failed” (5.0) or if for compelling reasons an oral exam or a presentation has not been passed, the examination is to be repeated as an individual oral exam. The examination board determines the appointed date.

§ 21 Module Examinations as Partial Examinations

1. A paper presentation consists of a presentation and a term paper on a common topic. The term paper may also be replaced wholly or partially by a poster, i.e. an explication of scientific circumstances by means of text with the aid of illustrations, or a report.
2. Examination in the form of a written exam with intermediate examinations serves to examine various accomplishments. The intermediate examinations may be in the form of presentations or term paper.
3. Partial examinations during a course are to be carried out in the form of written and/or oral exercises during the semester as part of the course. They serve as a continuous assessment tool. The topics, number and dates of the partial examinations are to be determined at the start of the semester.
4. The provisions of these rules on written papers and written exams as well as oral exams and presentations apply accordingly or analogously.
5. The weighting of the individual parts of examination work is to be announced before the start of the course.
6. Participation in individual partial examinations may be linked to passing other partial examinations. Further details are regulated by the examination board.
7. Successfully completed part work as in paragraph 2 and paragraph 3 is to be documented in a database.

§ 22 Study Abroad

1. An integral part of the Master degree programme is attendance of an ISM partner university as part of the “Study Abroad” module or specific courses or modules.
2. Students are admitted to a Study Abroad course at an ISM partner university on the basis of defined admission conditions. Further details are regulated by the respective current guideline “Conditions for Admission to a Study Abroad Course”. The International Office decides on admissions. Admission will be denied if the requirements are not fulfilled.
3. The number, type, topics and extent of courses offered at ISM partner universities are determined in accordance with the module handbook as well as by the course directors and the International Office together with the ISM partner universities.
4. The conditions (e.g. study and examination regulations) of the respective university apply to study periods completed as part of the ISM Master degree programme at an ISM partner university. The details of the form, content and assessment of the examinations to be taken are part of the examination provisions of the ISM partner university in the respective applicable version.
5. Where there are differences in the grading system a grade conversion is to be undertaken on the basis of these examination regulations according to § 8 para 6.
6. No more than the credit points assigned to the module (see appendix “Study Plan”) can be credited to the student. Examination performances that exceed the amount of credit points ascribed to the “Study Abroad” module can be credited as extracurricular examination performance (modules). The student has to inform the International Office what examination performance (modules) have to be credited for mandatory modules or as extracurricular examination performance.
7. Before participating in the “Study Abroad” module, every student has to set up a learning agreement with the International Office based on the courses offered during their stay abroad.
8. Only examination performance assignable to modules listed in the learning agreement is creditable in the “Study Abroad” module. Credit points assigned to a module may only be credited whole and not in parts.
9. The module “Study Abroad” counts as passed if
 - all credit points according to the study plan were successfully gained at an ISM partner university or
 - at least 50% of the required credit points according to the study plan were successfully gained at an ISM partner university and failed credit points were successfully gained through substitute performance.
10. The type, topics, extent and examinations of the substitute performance is determined by the examination board together with the course directors and the International Office. If a substitute

performance is assessed as “failed” (5.0), this can be repeated once. If the repetition is also assessed as “failed” (5.0), the Study Abroad” module counts as “failed” (5.0).

11. If less than 50% of the credit points required by the study plan are gained at the ISM partner university, the “Study Abroad” module counts as “failed” (5.0).
12. In the degree programme MBA “General Management” examinations for lectures and modules that take place at foreign partner universities can be repeated twice in accordance with §11. A repeated exam can be conducted at ISM in Germany in accordance with the guidelines of the partner university if the initial exam was conducted at the partner university. Partial module examinations have to be assessed in accordance with § 10 para. 6.

§ 23 Internships

1. In the degree programmes “Business Intelligence & Data Science”, “Digital Marketing”, “Entrepreneurship”, “Finance”, “Human Resources Management & Digital Transformation”, “International Logistics & Supply Chain Management”, “International Management”, “Luxury, Fashion & Sales Management”, “Organizational Psychology & Human Resources Management” (new name as of the winter term 2022: Arbeits- & Organisationspsychologie), “Psychology & Management”, “Real Estate Management”, “Strategic Marketing Management”, “Strategic Sports Management” and “Sustainability & Business Transformation” students have to complete practical experience phases of 12 weeks’ duration (for the four-semester degree programmes) or of 6 weeks’ duration (for the three-semester degree programmes) as part of the module “Internship”. Further specifications such as whether the practical experience phase should be provided abroad or in an international context, is regulated by the guidelines on the arrangement of internships.
2. In the degree programmes International Business and General Management students do not have to complete practical experience phases.
3. Only practical experience phases in the semester break with a minimum duration of four weeks full-time are creditable. Minor deviations have to be justified and must be approved by the Career Center and applied for before the start of the internship.
4. The module “internship” is considered passed if completion of the practical experience phases has been proven by successful examinations. Should it be determined in the course of the examination that the internship does not meet the set requirements, the corresponding practical experience phase has to be adduced again. If, however, only the formal requirements aren’t fulfilled, they can be revised once. If the revised version also can’t fulfill the requirements, the practical experience phase is considered failed.
5. Further details on the organization of internships, the recognition of practical experience phases and the crediting of relevant educational and professional activities are regulated by the “Guidelines on the Organization of Internships” and “Richtlinien zur Gestaltung berufspraktischer Tätigkeiten” (translated: Guideline Internships) for the respective degree programme.

Master's Thesis and Disputation

§ 24 Object

1. The thesis is a written final paper on a defined problem from one of the following fields: economics, economic psychology, industrial engineering and management, business informatics, real estate management or business law. It is intended to show that the examinee is capable of independently dealing within a set period with a practically orientated task from their subject area both in its technical details and in cross-subject relationships by scientific and technically practical methods.
2. The thesis may be written in the German speaking Master degree programmes in German, English or another language accepted by the examiners (assessors). In the English speaking Master degree programmes the thesis has to be written in English.
3. The length of the thesis is between 25,000 and 30,000 words with the exception of the degree programme "General Management" for which the length of the thesis is between 15,000 and 18,000 words.
4. In the "General Management" degree programme, for students commencing their studies from the winter semester 2026/2027 onwards, the Master's Thesis may alternatively be completed in the form of a cumulative Master's Thesis. This consists of three "Contributions" and a "Final Paper," including a disputation. Students complete additional examination components ("Contributions") in three subjects beyond the regular course requirements, each worth 2 ECTS credits. The "Contributions" may only be completed in courses offered at ISM or by instructors appointed by ISM; completion within the framework of study-abroad modules is excluded. The "Contributions" must be thematically related to the chosen topic of the Master's Thesis and must be submitted in the form of written assignments. The assignment is issued by the respective instructor after the student's registration; the instructor also assesses the submitted work. A maximum of one "Contribution" may be completed per subject; a total of no more than three "Contributions" is permitted. Registration for the "Contribution" assessment must be completed by the announced deadline of the respective semester. The "Contribution" may only be completed in the semester in which the respective course is offered; late registration in a later semester is not permitted. Work submitted without timely registration will not be assessed or recorded. All "Contributions" must be assessed as at least "sufficient" (4.0). If no "Contribution" is submitted following registration, the assessment is deemed "fail" (5.0). The same applies if a submitted "Contribution" is assessed as "fail" (5.0). In both cases, the "Contribution" may be repeated once. The notification of failure initiates a four-week repetition period. At the same time, the instructor shall assign a new topic for the repetition. A change to an alternative subject is only permitted if the repetition assessment has been properly undertaken and an examination submission has been made that is assessed as "fail" (5.0). If the repetition is not undertaken or no submission is made again, a change to an alternative subject is excluded; in this case, the Master's Thesis must be completed in the non-cumulative form. The cumulative Master's Thesis

further concludes with a “Final Paper,” including a disputation, worth 9 ECTS credits, which must be assessed as at least “sufficient” (4.0). In the case of the cumulative Master’s Thesis in the “General Management” degree programme, each of the three “Contributions” comprises 3,000 words ($\pm 10\%$); the “Final Paper” comprises 7,500 to 9,000 words.

5. The thesis may in principle be carried out in cooperation with an institution outside the ISM.
6. The thesis is set and supervised by an examiner (first assessor) appointed according to § 7(1). The second examiner (second assessor) may be proposed by the examinee and is determined by the examination board. One of the two assessors must have a doctorate degree. In addition, one of the examiner must be an ISM Professor. The examinee has a right to propose a topic for the thesis. In the case of the cumulative Master’s Thesis in the “General Management” degree programme, the “Final Paper” shall be issued and supervised in accordance with § 7 para. 1 by one appointed examiner (first assessor); a second examiner (second assessor) is not envisaged. The above requirements shall apply mutatis mutandis, with the proviso that they refer to the first assessor.
7. For students commencing their studies from the winter semester 2026/2027 onwards, participation in a disputation after submission of the thesis is mandatory. The disputation serves as the oral defence of the Master’s Thesis and is intended to demonstrate that students are able to present the results of their work, reflect on them critically, and engage in academically sound discussions.
8. The disputation is conducted by at least one appointed examiner (first assessor) in the presence of a competent observer (sachkundiger Beisitzer).
9. The disputation consists of a presentation by the student on the essential contents of the Master’s Thesis and an academic discussion with the examiner. The total duration of the disputation is 30–45 minutes.
10. Further details are regulated in the module handbook.

§ 25 Admission to Master’s Thesis, Application

1. Conditions for admission to a Master’s Thesis are:
 - Fulfillment of admission requirements according to § 14
 - have successfully completed modules in accordance with the study plan in at least the following scope:
 - a. in Master’s degree programmes comprising 90 or 120 ECTS credits: at least 7 modules from the first and second semesters,
 - b. in Master’s degree programmes comprising 60 ECTS credits: at least 3 modules from the first semester.
2. The application for admission to a thesis is to be directed in writing to the chair of the examination board.

3. Until notification of the decision on the application, the application may be withdrawn in writing without being added to the number of possible examination attempts.
4. The application is to be accompanied by a declaration of the examiner (first assessor) on willingness to set and supervise the thesis.
5. Should the student not be able to name a first assessor, the examination board will assign them a topic and first assessor for the thesis.
6. If the Master's Thesis is to be carried out in cooperation with companies or organizations outside the university the application is to be accompanied by a short profile of the company or organization, an undertaking by the contact person there to ensure sufficient supervisory capacity as well as with regard to appointment as second examiner (second assessor) a declaration of will by the contact person there and proof of their qualification (§ 7 (1)).
7. Admission will be decided by the examination board. Admission will be denied if
 - the issued topic does not fulfill the requirements of § 24 or
 - the requirements named in paragraph 1 are not fulfilled or
 - there are doubts as to the feasibility of the thesis, in particular with regard to paragraph 6, or
 - documents are incomplete and have not been completed by the deadline set by the examination board
 - the examiner is a relative of the examinee.²
8. Notification of admission is made electronically or in writing.

§ 26 Issuing and Editing of a Thesis

1. The topic of the thesis is set by the first assessor of the thesis. The topic and the terms of reference must be constituted in such a way that the thesis can be concluded within the prescribed period. The topic of the thesis is issued by the chair of the examination board.
2. The day on which the examinee is notified of the topic counts as the time of issue. The time of issue is to be put on record.
3. The editing time (period from starting to edit the thesis until its submission) is 22 weeks with the exception of the degree programme "General Management" which has an editing time of 14 weeks for the full-time programme. The specific processing period shall be communicated to the candidate in writing upon assignment of the topic.
4. By way of derogation from paragraph 3, the processing time for students commencing their studies from the winter semester 2026/2027 onwards shall be 18 weeks. In the "General Management" degree programme, the processing time shall be 15 weeks; in the case of the cumulative Master's Thesis, the processing time for the "Final Paper" shall be 10 weeks. The

² Definition of „relative“ according to § 11 para. 1 No. 1 German Criminal Code (Strafgesetzbuch – StGB).

specific processing period shall be communicated to the candidate in writing upon assignment of the topic.

5. In cases of incapacity to be examined due to illness the editing time of the thesis will be extended by the days of incapacity verified by a doctor's certificate, but by no longer than two months.
6. The topic of the thesis may be returned only once and only within the first two weeks of the editing time without giving reasons. In the case of repetition according to § 11 (4) return is only permissible if the examinee has not made use of this option in preparing their first thesis.
7. More details on the editing of a thesis are regulated in supplementary guidelines on the preparation of written papers.

§ 27 Submission of a Thesis

1. The thesis is to be delivered according to schedule to the examination board or a place named by it for this purpose in two bound copies as well as in electronic form. The time of submission is to be put on record. In the case the thesis is delivered by post the time of posting is decisive, while submission in electronic form must take place on the same day. If the thesis is not delivered on schedule, it will be assessed as "failed" (5.0).
2. The examinee must affirm in lieu of oath that they have prepared the present thesis independently and without using other than the stated aids and that the ideas derived directly or indirectly from outside sources are identified as such and that the present thesis has not so far been presented in the same or similar form as examination work in any other examination procedure and has also not been published. The statutory declaration must state the number of words written in the paper.
3. Examinees must further declare that they agree to the present thesis being submitted to a plagiarism test, that the consent of the first assessor is to be obtained before any publication of the thesis and that they have been informed that a violation of the statutory declaration (para 2) entails the threat of disallowance of the examination work as well as deception or fraud proceedings.

§ 28 Assessment of a Thesis

1. The thesis is to be assessed by two examiners (assessors). One of the assessors should be the first assessor and the other the second assessor. If the examiners' assessments do not agree, the grade of the thesis is composed of the arithmetic mean of the individual assessments. If both individual assessments are "failed" (5.0), the Master's Thesis counts as failed.
2. If the difference between the two grades of the Master's Thesis is 2.0 or more, the examination board appoints a third assessor for the thesis. The grade of the thesis is the result of the arithmetic mean of the three individual assessments. The thesis can however only be assessed as "passed" (4.0) or better if at least two of the grades are "sufficient" (4.0) or better.

3. If only one examiner assesses the Master's Thesis as "failed" (5.0) the examination board appoints a third assessor for the thesis. If the individual assessment of the third assessor is "failed" (5.0), the Master's Thesis counts as failed. Otherwise the grade of the thesis is the result of the arithmetic mean of the three individual assessments.
4. Paragraphs 1 to 3 shall not apply to the "Final Paper" of the cumulative Master's Thesis.
5. All assessments must be justified in writing. The grade shall be communicated to the candidate no later than eight weeks after submission of the thesis. For students commencing their studies from the winter semester 2026/2027 onwards, notification shall be provided no later than six weeks after submission of the thesis; the disputation shall take place within the subsequent two weeks. For the thesis, ECTS credits shall be awarded in accordance with the "Study Plan" annex.
6. For students commencing their studies from the winter semester 2026/2027 onwards, the disputation shall take place after submission of the thesis and shall be assessed by at least one appointed examiner (first assessor) in the presence of a competent observer (sachkundiger Beisitzer). The observer shall not have the right to ask questions. Prior to determining the grade, the examiner shall hear the observer. The essential subject matter and results of the examination, in particular the facts relevant to grading, shall be recorded in minutes. These minutes shall be signed by both the examiner and the competent observer.
7. For students commencing their studies from the winter semester 2026/2027 onwards, the module "Master's Thesis" is passed if both the written thesis and the disputation are each assessed with at least "sufficient" (4.0). In this case, the module grade is composed of 70% of the assessment of the written thesis and 30% of the assessment of the disputation. If either the written thesis or the disputation is assessed as "fail" (5.0), the overall module grade shall be "fail" (5.0).
8. For the cumulative Master's Thesis in the "General Management" degree programme, the module "Master's Thesis" is passed if the three "Contributions," the "Final Paper," and the disputation are each assessed with at least "sufficient" (4.0). If any "Contribution," the "Final Paper," or the disputation is assessed as "fail" (5.0), the overall module grade shall be "fail" (5.0). The overall grade of the module "Master's Thesis" is calculated as a weighted average of the grades of the three "Contributions" (each worth 2 ECTS credits), the "Final Paper," and the disputation (worth 9 ECTS credits in total). The grade of the "Final Paper" is composed of 70% of the written thesis assessment and 30% of the disputation assessment.

Result of the Master Examination

§ 29 Diploma

1. If the examinee has passed the Master examination, they will promptly receive a diploma on the results, if possible within four weeks after notification of the result of the last examination.
2. The diploma includes the designation of the degree attained, information on the Master degree programme, the names of the modules, the grades of the module examinations, the topic and the grade of the thesis, the credit points gained and the overall grade of the Master examination. Recognized examination credits from other university according to § 8 are indicated.
3. The overall grade of the Master examination is composed of the arithmetic mean of the individual grades stated in para 1 according to § 10. Weighting of the individual grades is done proportionately to the credit points assigned to each of them.
4. The diploma is to be signed by the head of campus and stamped with the seal of the university. It carries the date of issue and the date the day on which the last examination was taken.

§ 30 Master Certificate

1. The examinee will receive a Master certificate by virtue of the Master examination they have passed. It certifies the award of the degree of Master according to § 5.
2. The Master certificate carries the date of the diploma (§ 29) as well as the date of issue. It contains a statement of the Master degree programme. The Master certificate is signed by the president and by the head of the examination board. It is stamped with the seal of the university.

§ 31 Diploma Supplement and Transcript of Records

1. By virtue of the Master examination that has been passed, a diploma supplement in English is issued additionally to the diploma with the date of the diploma.
2. The diploma supplement contains the awarding university, additional information about the degree, the qualifications attained with the degree, the topic and grade of the thesis, the overall grade of the Master examination and the ECTS grade and is signed by the head of campus.
3. The ECTS grade is a relative grade which puts the overall grade of the Master examination in relation to a comparison group (ISM students in the same Master degree programme). Classification is done according to the following table:

ECTS Grade	Percentage of Students Receiving this Grade
A	10
B	25
C	30
D	25
E	10

4. The transcript of records provides all examination credits gained by the student. This includes the names of the modules, the grades and the allocated credit points of the module examinations, the topic and grade of the thesis, the overall grade of the Master examination. It is signed by the head of the examination board as facsimile.

§ 32 Additional Modules

The examinee may undergo an examination in modules additional to those prescribed (additional modules). The result of these examinations is not considered in determining the overall grade. The additional modules are incorporate in the diploma supplement unless the student declares to the examination board in writing that they do not wish the additional examination credits to be incorporated in the diploma supplement.

Final Provisions

§ 33 Inspection of Examination Files

1. The examinee is offered an appointment to inspect the examination documents relating to a module examination or the thesis by a notification of the examination office. Individual appointments are not provided for.
2. After conclusion of the Master examination the examinee is on application offered an inspection of their written exam work, the associated assessments of the examiners and the examination records.
3. Application for the inspection is to be made to the chair of the examination board within a month after issuing of the examination diploma or of the notification of the failed Master examination. § 32 of the Administrative Procedure Act for the Land of North Rhine-Westphalia on restoration to the former condition apply accordingly. The chair determines the place and time of the inspection as well as the person in whose presence the inspection is carried out.

§ 34 Invalidity of Examinations

1. If the examinee has cheated in an examination and if this fact becomes known only after issuing of the diploma according to § 29 (1, 2) or the diploma according to § 11 (5), the examination board may accordingly retrospectively adjust the grades for the examination work in performing which the examinee has cheated and declare the Master examination failed in whole or in part.
2. If the requirements for admission to an examination were not fulfilled although the examinee did not intend any deception in this, and if this fact becomes known only after issuing of the diploma according to § 29 (1, 2) or the diploma according to § 11(5), this defect is remedied by the passing of the examination. If the examinee effected the admission wrongfully with intent, the examination board will decide on the legal consequences taking into account the Administrative Procedure Act for the Land of North Rhine-Westphalia.
3. The incorrect examination diploma according to § 29 (1, 2) or the diploma according to § 11(5) is to be confiscated and if appropriate reissued. A decision according to paragraph 1 and paragraph 2 sentence 2 is excluded after expiry of a period of five years after issuing of the examination diploma according to § 29 (1, 2) or the diploma according to § 11 (5).

§ 33 Objection Procedure

1. An objection against adverse decisions in the examination procedure, in particular against the assessment of examination performances, may be lodged within one month after notification in accordance with § 68 of the Administrative Court Procedure Act (Verwaltungsgerichtsordnung – VwGO).

2. An objection against the assessment of an examination performance must be preceded by a reasoned application to the examination board following inspection of the examination and completion of the re-assessment procedure. The procedure and formal requirements for such application are governed by the “Richtlinie Prüfungseinsicht und Nachkorrekturanträge” (translated: “Guideline on Examination Inspection and Requests for Re-Assessment”), which forms part of these examination regulations. The examination board shall decide on the application.
3. The examination board shall decide on the objection pursuant to paragraph 1. In order to ensure transparency, the contact details of the examination board, the responsible contact people, and the detailed procedure for submitting applications shall be published on the university website.

§ 34 Entry into Force

These examination regulations come into force with effect from September 1st 2015. They will first apply to those students who take up their studies

- in the winter term 2015/2016 in Master degree programmes “International Logistics & Supply Chain Management” or “Luxury, Fashion & Sales Management” or
- in the summer term 2016 in Master degree programme “International Business”, or
- in the winter term 2016/2017 in Master degree programmes “International Management”, “Finance”, “Luxury, Fashion & Sales Management” (English Trail), “Psychology & Management”, “Real Estate Management” or “Strategic Marketing Management” (including English Trail), or
- in the winter term 2017/2018 in Master degree programmes “Entrepreneurship”, “Organizational Psychology & Human Resources Management” or “Psychology & Management”, or
- in the winter term 2018/19 in Master degree programmes “M.A. Digital Marketing”, or
- in the winter term 2019/20 in Master degree programmes “Business Intelligence & Data Science” (including English Trail) or “Human Resources Management & Digital Transformation”, or
- in the winter term 2019/20 in the degree programme “General Management”, or
- in the winter term 2021/22 in the degree programme “Sustainability & Business Transformation”
- in the winter term 2023/24 in the degree programme “Strategic Sports Management”
- in the winter termin 2024/25 in the English Trail of the degree programme “Psychology & Management”

Issued by reason of the Senate resolutions of April 21st 2015, September 9th 2015, February 22nd 2016, May 19th 2016, February 27th 2017, March 22nd 2018, December 7th 2018, April 16th 2019, November 13th 2019, November 12th 2020, June 25th 2021, December 8th 2022, December 6th 2023, February 11th 2026 and May 18th 2026.

Dortmund, May 18th 2026

Prof. Dr. Gerrit Lietz

Vice President Academic Affairs

Appendix: Extent and Duration of Module Examinations

Examination Forms	Measure	Credit Points According to ECTS			
		1 to 2	3 to 4	5 to 6	More than 6
Report	Words (+/- 10%)	500	1,000	1,500	2,000
Term Paper	Words (+/- 10%)	3,000	5,000	7,000	9,000
As Group Work* per Student	Words (+/- 10%)	2,000	3,500	5,000	6,500
Written exam	Minutes	60	90	120	180
... with Preparatory Reading Time	Minutes	+ 30 minutes			
... with Intermediate Exam	Minutes (written exam)	Not possible	60	90	120
Partial Examinations During Course	To be determined individually				
Oral Exam	Minutes (+/- 10%)	15	30	45	60
Presentation	Minutes (+/- 10%)	15	30	45	60
As Group Work* per Student	Minutes (+/- 10%)	10	20	30	45
Paper presentation	See proportionately term paper and presentation				

*The size of the group should not exceed four students.

Note on determining length of oral performance and written exams: the scope of the contents conveyed in the course is reflected in the differentiation of the exam time, e.g. through differentiated questions.