

# Learning Outcomes

*International Management Master Programme Berlin*



Graduates of the degree programme are enabled for analytic and networked thinking, to systematically and methodically delve into new, still unknown contexts, and to develop their personalities with regards to independence, creativity, interdisciplinary flexibility as well as their competencies in communication, problem-solving, and intercultural sensibility. They gain the skillsets necessary in international management along the managerial facets of corporate leadership, contract-, risk-, innovation-, and global management, as well as in the development of projects and practice.

## Semester 1

*International Contractual Management, Risk Management in Value Creation, Negotiation and Conflict Management, Operations & Project Management, Developing Managerial Skills I: Case Studies, Intercultural Management*

Graduates understand the philosophical and ethical roots of law as well as the basic principles of law including the basic principles of constitutional and criminal law. Using structured legal thinking and argumentative skills, they are able to understand and utilize contracts in economic, technical, and organizational domains, both domestically, as well as in the international context of various legal systems, to achieve corporate and entrepreneurial success.

Graduates possess the analytical skillset to identify and prioritize risks as well as opportunities in order to direct appropriate business activities for a company to be successful in the market.

Using appropriate methodology, graduates prepare, realize, and terminate negotiations regardless of national legal order or intercultural environment. In case of confrontation, they are versed in conflict management techniques such as the Harvard method and are prepared for the legal options of arbitration, mediation, and renegotiation in companies in continental-European and Anglo-American practice.

With an understanding of the various philosophies and managerial approaches and intricacies governing day-to-day operations as well as singular projects, graduates can effectively steer the functioning of a company. This is enabled through analytical and planning tools to optimize resource utilization as well as soft skills in order to both motivate and lead teams as well as by maintaining meaningful reporting and communication with various corporate stakeholders.

Graduates can consolidate knowledge in the different functional areas of a company in order to determine key issues and create according plans at departmental or strategic level. Taking into account the roles of stakeholders in business, graduates are prepared to make business decisions while taking into account respective ethical and legal issues.

Possessing an increased intercultural awareness of personal styles and codes of conduct, graduates can analyse and understand the intricacies of communication and interaction as

well as engage in culture-sensitive behaviour in everyday life to bring in solution-oriented approaches in situations of conflict.

## **Semester 2**

*Company Project I-III (Business Lab/Start-up Lab/Politics Lab/Design Lab), Technological Foresight and Innovation Strategies, Business Model Generation, Developing Managerial Skills II: Business Simulation*

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Graduates have experience in managing projects from identifying complex, practice-related problem sets of a real company, to independently applying theoretical knowledge (e.g., Porter's value-added chain, Business model canvas, innovation funnel, market analyses, stages of project management) to develop and present solutions along internal and cross-company process landscapes. Using their social, communicative, and intercultural competences, graduates have the foundation to continue building their profile and establishing and maintaining business contacts.

By observing technological trends and identifying opportunities, graduates are prepared to transform business ideas into products or services by finding appropriate resources and designing an appropriate innovation management process to create value.

In order to develop a strategy and business model for a start-up, graduates formulate adequate vision and mission statements and derive appropriate goals as well as objectives to critically review implementation.

Alumni of the programme consolidate knowledge in the different functional areas of a company to achieve result monitoring of plans and ethical decision making in sales, production, staffing, as well as finance and investment.

## **Semester 3**

*Human Resource Management and Ethical Leadership in International Enterprises, Legal Environment of International Business and Foreign Trade, Risk Management in Financing, Leadership & Global Strategic Management, International Marketing Management, Strategic Network Management*

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Graduates understand with the core functions of human resources from recruiting & selection, training, as well as the motivation, incentivisation, and development of staff. On the international domain, graduates also are prepared to balance ethical issues and performance measurement with the fostering of a harmonious organizational citizenship in order to build and manage international and multicultural teams.

With an introduction to both Continental European and Anglo-American legal system and familiarity with the structure, organization and working methods of international organizations like the European Union, graduates are prepared to identify relevant law for cross-border business and to optimize the conflict of interests between secrecy, controlled utilization, and technology transfer. Likewise, graduates are familiarized with - above all contractual - instruments that safeguard against own encroachments upon proprietary rights and loss of competitive advantages.

Graduates identify financial risks which are decisive factors for the company's successful business activities in the market. When being faced with possible combinations of risks, graduates are able to design appropriate decisions and evaluate their impact on the financial performance of the corporation and its partners.

Under purview and realisation of different leadership styles, graduates are qualified to develop managerial concepts that fit the challenges of reality in modern leadership at the between individual, group, and organizational level. Being trained in analytical openness, graduates analyse and critically discuss competitive forces which are shaped by changing global conditions in order to formulate strategies of substantial scope and future-oriented.

Possessing the skillset to analyse market using self-designed market studies, graduates are able to address target customer needs and generate value. In order to develop strong brands within a holistic marketing strategy, graduates are able to link marketing objectives with measurable KPIs to assess the success of their campaigns.

Observation and understanding of network conditions and strategic behaviour of potential network partners enable the graduate to anticipate act appropriately to consequences of competition policy treatment in strategic research alliances such as contractual network solutions.

## **Semester 4**

*Master Seminar, Master Internship, Master Thesis*

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Graduates critically reflect upon and organize difference scientific approaches in order to develop analytical strategies in their research process. Drawing on resultant conclusions, graduates are able to contextualize their findings and dependently integrate them into the decision-making frameworks faced by the professional international manager.

Graduates have applied the practical learning outcomes of the programme in an internship and therefore possess work experience in a real company as well as the ability to apply theoretical knowledge to entrepreneurial activities and relevant assignments.

Having engaged in scientific research and applied an analytical framework to achieve predefined research objectives, graduates have demonstrated the ability to consolidate academic theory and practical skillsets to apply themselves in the field of international management and develop their professional profile accordingly.