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ISP Courses
1) Core Courses

	Contact Hours	ECTS Credits
European Corporate Governance	18	2
European Culture and International Management	14	2
Leadership in European Companies	28	3
Team Building: Leadership and Team Competencies	8	
European Corporate Governance	<p>Corporate governance refers to the system by which companies are directed, controlled and made accountable. Corporate governance matters to corporate executives, investors, business partners, employees, labour leaders, politicians and regulatory bodies. Within Europe, governance systems and philosophies vary across countries. Likewise, the question of what constitutes “effective” governance is a moving target, subject to alternative interpretations by different actors, as well as to changing interpretations over time. The primary responsibility of board members is to balance the interests of the company, shareholders and other stakeholders by pursuing long-term growth that is sustainable and profitable. This course will explore how and why national corporate governance contexts and board practices vary across Europe. We will discuss specific corporate governance cases and scandals, and explore their antecedents and consequences. At the end of this highly interactive course, participants will be able to appreciate the heterogeneity of European corporate governance contexts and better understand board-level strategic leadership of European companies.</p>	
European Culture and International Management	<p>International management practices are deeply rooted in Europe’s cultural history. The course will introduce students to today’s crucial challenges of management and economics from the point of view of cultural history and cultural theory. Its goal is to foster the deeper understanding and creative use of such practices. The first part of the course gives a theoretical and historical introduction to different cultural spheres. The focus of the second part is on the cultural analysis of a practical business case. The following topics will be covered: Introduction to Switzerland, “Who is Europe?”, “What is a City?”, Mythology of Brands, Cultures of Leadership, Trust and Communication.</p>	
Leadership in European Companies	<p>Today’s world is characterized by high volatility, uncertainty, and constant change. Organizations which strive to be successful are dependent on a new type of leader and a distinct leadership behaviour which takes place at different, yet interrelated levels. First, on the individual level, effective leaders have to deal with their direct reports and make sure that these meet both their immediate goals and understand the long term vision. On the team level, leaders have to manage groups of employees and take care of both their internal team processes and their external team productivity. Finally, on the company level, leaders have to provide direction to whole organizations. The course is structured around these different levels of analysis and strives to provide students with various concepts and techniques which help them to analyse, structure, and solve these leadership challenges and thereby develop their own leadership skills.</p>	
Team Building: Leadership and Team Competencies	<p>This intensive training takes place in the first week of the academic term for ISP students. It offers an opportunity for students to get to know one another better while learning some valuable team and leadership skills. It takes place on campus and in the forest not far from the University of St.Gallen.</p>	



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2) Elective Courses

	Contact Hours	ECTS Credits
Strategic Management: A European Perspective	28	3
Europe's Business Environments: Rules, Reform, and Restructuring	28	3
Global Managerial Communication	28	3
International Entrepreneurship (only Spring ISP)	28	3
Introduction to Business Analytics and Data Science (only Autumn ISP)	28	3
Investment Banking	28	3
Strategic Management: A European Perspective	The purpose of this course is to familiarize students with the activities, challenges, and tools of strategic leaders in an increasingly complex and uncertain environment. Content will focus on the theory, concepts, and frameworks associated with strategic analysis, corporate and competitive strategy, sustainability strategies, and strategic change. The classes will typically be divided into a section to discuss theoretical tools and frameworks and their subsequent application to real-world cases (mostly from European firms).	
Europe's Business Environments: Rules, Reform, and Restructuring	The objectives of this class are developing a deeper understanding of (i) the environment that firms face when operating in Europe, (ii) the range of choices available to savvy companies, and (iii) the critical perspective to evaluate the relative merits of those choices. This involves understanding the circumstances faced by Europe's firms, some of which are legacies of history and some which are changing faster than many think, and the effects of numerous government and EU initiatives to bolster European corporate performance. The perspective taken is always that of firm and their market and non market strategies and not of any particular European political or governmental organizations. As such this course blends insights from corporate strategy, international business, business economics, and European political economy. We will work methodically through the material discussing frameworks, case studies, and applications to real-world problems.	
Global Managerial Communication	The course on global managerial communication introduces students to one of the most frequent tasks in management - leading effective dialogues. It provides an overview on the rich theory on managerial communication, particularly in knowledge-intensive, complex, and intercultural situations, and sensitizes students to the challenges of management communication, ranging from leading interdisciplinary teams, giving feedback, asking the right questions to spark innovation, to leading meetings in different cultures or interacting with potential clients or conducting negotiations. The main goals of the course are thus to build a solid, theoretical understanding of the key mechanisms that shape effective managerial communication in a global context and understand its potential pitfalls, as well as to learn about effective practices of leading communication on an interpersonal and group level.	
International Entrepreneurship (only Spring ISP)	The ability to understand the link between entrepreneurship and value creation has become crucial to succeeding in today's business world. The course is designed to provide students with insights from the latest strategy, innovation and entrepreneurship thinking to better understand how individual entrepreneurs and entrepreneurial companies create value with a special emphasis on the European perspective. Upon completion of the course, the participants should be prepared to	



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act on this understanding, start their own ventures or support organizations in developing and implementing value-driven innovation strategies.

Introduction to Business Analytics and Data Science (only Autumn ISP)	The overall goal of the course is to improve the data literacy of students in order to help them excel in a data-driven world. The course will familiarise students with the basics of business analytics, data science and applied machine learning to enable them to apply these approaches to business-related problems. The course introduces the main concepts and technologies as well as selected analysis methods and tools in detail. These will be applied by students to real world case studies of leading online companies, such as Facebook, LinkedIn, Netflix, Orange, Zalando or AirBnb. Among others, these case studies include the prediction of product demand and future customer behaviour, the creation of recommendations, or the automated identification of fake news.
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Investment Banking	The lecture will provide you with first insights into Investment Banking activities and has a strong emphasis on corporate finance related topics. In detail, the lecture focuses on initial public offerings, M&A transactions, restructuring situations and Private Equity investments. By doing so, it combines technical expertise with industry insights based on various case studies and real-world examples. It is expected that students will work on different case studies and discuss their findings in class.
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3) Optional Courses

	Contact Hours	ECTS Credits
German Language	36	3
European Company Exploration	14	2

German Language	A regular German language course will be offered concurrently with the business courses. The German course is designed to provide students who have little or no experience with the language, with an introduction to German. All four language skills, speaking, listening, reading, and writing, will be developed, but, given the unique opportunity provided by the setting, speaking and listening will receive the strongest emphasis.
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European Company Exploration	This course delivers additional methods and perspectives of how to analyse companies, understand complex situations and find solutions for challenging issues. The course blends theory and practice and deepens the students' knowledge about the companies and industries visited during the company visits of ISP (International Study Programme). The students will work on cases that are linked to these companies and markets. They will develop systems thinking skills for visualizing complex situations, taking multiple stakeholders into account and reflecting on the trade-offs between short term performance, long term sustainability, and social responsibility. The course focuses on in class critical discussions, group work, presentations and interactive exercises.
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