

M.Sc.



Master Program in Management (M.Sc.)

full-time



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HHL



HHL – Your path to success

Dedicated to teaching, research and innovation, HHL's management education unites theory and practice with a dynamic spirit. Our innovative Master Program in Management (M.Sc.) offers you a degree recognized worldwide: just what you need to launch your professional career.

HHL enjoys top positions in acknowledged rankings – recognition of the outstanding nature of its programs. The accreditation by AACSB International together with the accreditation by the renowned German agency ACQUIN further underscore HHL's quality advantage.

You can expect a program which is focused on the practical aspects of professional business management and at the same time based on the latest results of management research. HHL's holistic approach will provide you not only with a solid theoretical foundation, methods and specialist knowledge and skills in business administration, but most importantly it will help you to develop those key qualifications which are essential for a successful management career in a global world: judgment, the ability to reason critically and make

responsible decisions, to work and communicate effectively in international teams, as well as creativity, sensitivity, initiative and stamina.

We at HHL take great pride in our excellent study facilities. HHL students are guaranteed individual supervision and guidance – at a level achieved by only a few business schools around the world.

We are looking forward to people like you, who will enhance our reputation while you embark on an outstanding career in business. In return, we offer you more than just a top degree: you will become a lifelong member of the HHL network.

Professor Dr. Andreas Pinkwart
Dean



HHL – Germany’s first address in business education

HHL is not only Germany’s oldest business school, it also remains one of the country’s leading management institutions to the present day, offering international business education based on elite academic standards.

Yesterday – HHL was the birthplace of management education

HHL – Leipzig Graduate School of Management, founded in 1898 as Germany’s first business school, was the birthplace of modern management education. From its inception, HHL has been committed to rigorous management instruction and research, and quickly developed an international reputation. After the peaceful East German revolution of 1989, which started in the streets of Leipzig, HHL rediscovered the entrepreneurial spirit of its founding days and was re-structured as a high-performing private business school – again with full university status.

Today – HHL among Germany’s top business schools

Since its refounding the philosophy behind all HHL programs has been to focus on the stu-

dent with close student-faculty interaction, in-depth business and academic experiences, at the same time developing the students’ leadership potential and networking skills.

M.Sc. (full-time)
Master Program in Management, 24 months
M.Sc. (part-time)
Master Program in Management, 24-30 months
MBA (full-time)
Master Program in General Management, 18 months
MBA (part-time)
Master Program in General Management, 24 months
Executive MBA (part-time) – in planning
International Executive Master Program in General Management, 18 months
Dr. rer. oec.
Doctoral Program, 36 months (standard)
HHL EXECUTIVE
Executive education programs

Tomorrow – HHL among the top European business schools

At HHL we continue to build on our highly successful model and reputation for excellence. We update our curriculum according to the needs of global employment markets

to further internationalize our expertise and keep HHL at the forefront of business education and professional training. We invite you to become part of HHL's promising future.

RANKING / ACCREDITATION	QUALITY IN TEACHING	INDIVIDUAL ATTENTION	PROFESSIONAL PERSPECTIVES	CAREER SERVICE	INTERNATIONALITY & NETWORK
<ul style="list-style-type: none"> • Ranked among top German business schools • First German private business school to receive AACSB accreditation 	<ul style="list-style-type: none"> • Internationally recognized faculty • Excellent ratings for quality of teaching • Small classes, high-performance teamwork 	<ul style="list-style-type: none"> • Excellent student-faculty ratio • Mentoring by alumni • 24/7/365 access to campus, computer pool and library 	<ul style="list-style-type: none"> • Outstanding network of business professionals and alumni from around the world • Guidance for next career level • Over 120 start-ups founded by HHL graduates 	<ul style="list-style-type: none"> • Career support for current students and alumni • Career path modeling through individual counseling • Branch mentoring supported by HHL alumni 	<ul style="list-style-type: none"> • Over 100 leading partner universities • 30 % international students from 5 continents • Lecturers and business professionals from all over the world



Financial Times has ranked HHL's full-time M.Sc. Program as No. 3 in Germany and No. 38 worldwide. (Financial Times Masters in Management 2010 Ranking)



HHL has the most satisfied students among German business schools. (Absolventenbarometer, 2002-2011)



HHL is ranked among Germany's top ten business schools. (junge karriere, 2004-2009)

Comment



"Roland Berger regularly and successfully recruits HHL graduates. Not without reason: HHL is among the leading business schools in Germany. It is impressive that HHL was able to build this reputation within a remarkably short time, since its re-foundation in 1992."

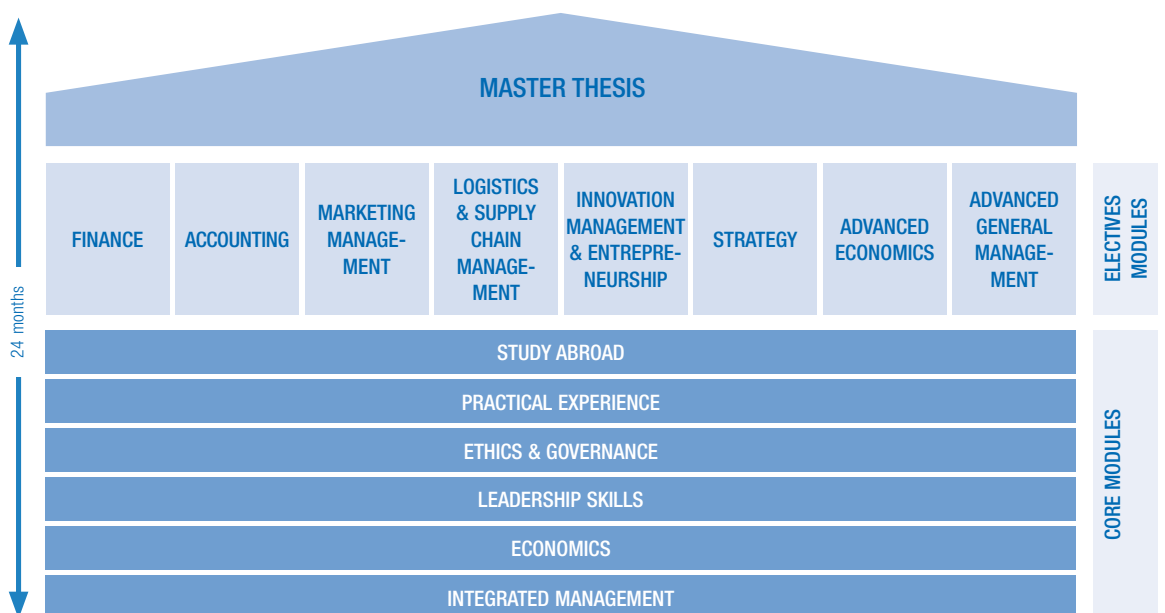
Prof. Dr. Burkhard Schwenker
Chairman of the Supervisory Board, Roland Berger Strategy Consultants



Setting the course for management

You have successfully completed the first step towards a management career: a Bachelor in Business Administration or Economics. Sharpen your profile now. Deepen your management know-how and enhance your leadership skills with a Master of Science (M.Sc.) degree. Set your sights on HHL and start out on the path to executive management positions.

Benefit from academic excellence, outstanding learning conditions and let us help you open the door to new international career opportunities. Our 24-month M.Sc. Program is taught entirely in English. The program structure allows you to finish your studies within 21 months.



A holistic education: more than just theory

HHL's M.Sc. Program contains a broad spectrum of management-related topics that will enable you to develop strategies for a variety of problems that may arise in different fields of business.

You will find that our practice-oriented academic education is ideally suited to the challenges faced by global businesses. Furthermore, we are strongly focused on the individual needs of our students. Our graduates confirm the success of our concept with their achievements. The M.Sc. Program is based on the following:

Leadership perspective

Technical know-how and an excellent understanding of management concepts are only one side of the coin. The ability to apply, implement and communicate the know-how is the other side. HHL is dedicated to promoting leadership qualities and the development of soft skills. Courses in economics and leadership skills as well as practical experience enable students to understand, assess and lead complex decision-making processes and establish new values in management.

Integrated management

These days, more than ever, managers and executives must be able to think "outside of the box", beyond their respective departments, companies and country borders. Individual performance is important, but teamwork determines real success. Various courses requiring and stimulating cooperation are mandatory for all HHL students. Communication and conflict management skills along with the ability to work effectively in a team are imperative for a top manager. In short, that is what HHL calls "integrated management" – a proven recipe for success.

Combining theory and practice

At HHL, preparing the theoretical background is just the starting point. A successful career in a leadership position requires theory testing experience: theory becomes tangible through case studies and field (consulting) projects. Back in the classroom, our experts share their knowledge and state-of-the-art research with the managers of tomorrow.

International experience

Broaden your horizon: the M.Sc. Program includes a compulsory term abroad at one of our over 100 partner universities. Our experience has shown that this not only deepens your knowledge and global perspective but also broadens your personal and professional network. International faculty and students bring the whole world to HHL's classroom and give you the opportunity to experience global networking on campus.

Individual attention

Along with the theoretical and methodical framework, HHL offers you efficient and exemplary learning conditions. Small groups and close contact to committed professors guarantee a compact, motivating and effective learning environment.

Comment



"HHL is an institution that shares some of my core values as a scholar. It builds the connection between academic scholarship, theoretical development, and real world practice. That is one of the hallmarks of a business school."

Prof. Michael E. Porter, PhD
Bishop William Lawrence University Professor,
Harvard Business School

PROGRAM SCHEDULE



A curriculum that fits your needs

HHL's M.Sc. Program is perfectly structured to meet your individual needs. Compulsory core modules provide you with the backbone of the program. Our elective courses allow you to compose the program according to your interests. You are able to choose four out of eight options for professional specialization. Build your business knowledge foundation from the following pillars: Accounting, Finance, Innovation Management & Entrepreneurship, Logistics & Supply Chain Management, Marketing, Strategy, Advanced Economics and Advanced General Management. The world of business is at your fingertips – just waiting to be explored.

Also a mandatory internship is included in the curriculum, a second one is optional. This allows you to gain experience in different companies or branches and therefore improve your career entry options. It is not uncommon, that HHL students get a job offer after their internship.

The master thesis constitutes the culmination of the program, synthesizing the knowledge and experience gained in classes, the field project and the term abroad. The task is to develop practical and applicable solutions to real-life problems in the framework of rigorous academic research.

TERM	SPRING	SUMMER	FALL	WINTER	SPRING	SUMMER	FALL	WINTER	SPRING	SUMMER
Intake March	YEAR 1				YEAR 2					
	Core Courses	Internship	Core Courses + Electives	Recess (Buffer for Study Abroad)	Study Abroad	Optional Internship II or Master Thesis*	Core Courses + Electives	Master Thesis*		
Intake September			YEAR 1				YEAR 2			
			Core Courses	Internship	Core Courses + Electives	Recess (Buffer for Study Abroad)	Study Abroad	Optional Internship II or Master Thesis*	Core Courses + Electives	Master Thesis*

* If you choose to write your Master Thesis in Term 6, you are able to finish your studies within 21 months.

Compulsory Core Modules

Five compulsory core modules are the foundation for your M.Sc. at HHL. Within these modules you will deepen your general management knowledge and understanding of busi-

ness and economics. Furthermore, you will gain state-of-the-art leadership skills and practical experience.

INTEGRATED MANAGEMENT	ECONOMICS	LEADERSHIP SKILLS	ETHICS & GOVERNANCE	PRACTICAL EXPERIENCE
15 ECTS	10 ECTS	10 ECTS	10 ECTS	5 ECTS
Finance	International Macroeconomics	Problem Solving & Communication	Microeconomics of Competitiveness	Field Project
Managerial & International Financial Reporting	Research Methods	International Management Competencies	Business Ethics	Internship
Marketing & Customer Relationship Management	Microeconomics	Negotiation	Global Governance & Corporate Social Responsibility	
Logistics	Financial Economics	Leadership Experience	Corporate Governance	
Business Strategy				
Entrepreneurship				

Elective Modules

Your elective modules provide you with advanced management knowledge and skills. In order to meet your individual needs and

interests, you can choose four out of eight elective modules:

FINANCE	ACCOUNTING	MARKETING MANAGEMENT	LOGISTICS & SUPPLY CHAIN MANAGEMENT	INNOVATION MANAGEMENT & ENTREPRENEURSHIP	STRATEGY	ADVANCED ECONOMICS	ADVANCED GENERAL MANAGEMENT
10 ECTS	10 ECTS	10 ECTS	10 ECTS	10 ECTS	10 ECTS	10 ECTS	10 ECTS
Corporate Finance	Advanced International Financial Reporting	Consumer Behavior & Marketing Research	IT-based Logistics	Managing Growth Companies	Corporate Strategy	Decision and Games	Courses of the remaining modules
Corporate Valuation		Marketing Strategy & Brand Management	Business Process Management in the Field of E-Logistics	Innovation Management	Strategies for Growths	Markets, Information and Incentives	
Risk Management	Consolidated Financial Statements	Efficient Marketing Mix Planning	Supply Chain Management	Starting new Businesses	Management of Organizations	Environmental and Resource Economics	
Seminar in Finance	Financial Analysis	Service & Retail Marketing	Seminar Intelligent Logistics & Supply Chain Management	Business Plan Development	Strategy Research Seminar	Seminar in Economics	
Study Abroad (Courses of the Elective Modules) 15 ECTS							

Choose your global region

International competence is essential for a business leader. Global partnerships are therefore one of HHL's key assets. We don't have just one, two or three partner universities, we serve our small number of students with more than 100 partner universities. In order to keep abreast with current international, social and economic challenges, our students will spend one term abroad. The learning experience focuses on the methods of working and the way of life in foreign cultures. The courses taken abroad will be part of the student's performance record and are given equal value considering the overall grades at HHL. Within the double degree option it is also possible to earn an additional degree at selected partner universities.





Comment

„At HHL, I acquired just the right skills and knowledge for the career in Siemens Management Consulting I am pursuing now. The most outstanding feature of the M.Sc. program is its perfect combination of theoretical knowledge and practical experience. Additionally, the integrated term abroad at the University of Chicago Booth School of Business I consider as a major building block of my education.“

Ramilya Sufianova
M.Sc. alumna 2011
Siemens Management
Consulting





High-powered recruiting leads to excellent careers

HHL is recognized by multinational recruiters and companies as a source of future leaders and individuals with proven academic excellence and strong leadership potential. Our career service actively assists you with a well-designed mix of activities. Our team will work with you on self-assessment, career path modeling, mentoring and coaching in order to help you identify your personal priorities and your future career path. Leading companies from all industries identify HHL as target university for their recruiting

activities (including BASF, Bertelsmann, Booz & Company, Commerzbank, Credit Suisse, Deutsche Bank, Henkel, Leonardo & Co., McKinsey&Company, Roland Berger Strategy Consultants). We regularly host company presentations, on-campus recruiting events, and workshops. Moreover, HHL's Career Service circulates a Résumé Book presenting our students' achievements to more than 700 international firms. In addition, our career service provides students with individual career coaching.

Leading international companies regularly recruit HHL graduates – both for internships and permanent positions. The majority of the students have several employment offers by the time they complete their studies and have already signed a contract before graduation. Their starting salaries are among the highest for business graduates in Germany.

You know what you want – a rewarding and challenging career with promotion potential. At HHL we know how to help you to achieve that goal by bringing important business contacts and career advancement opportunities directly to you.

Career-related activities



Build your high-performance network at HHL

At HHL, we offer more than a degree from one of the best business schools in Europe. We work hard to foster a strong network of contacts and sustainable friendships. Your personal experiences with classmates and professors will last a lifetime. Beyond the campus there is a "worldwide web" of dedicated and helpful alumni and sponsors. Once you have completed your studies at HHL, our Alumni Association becomes your second family. Our alumni are HHL's ambassadors worldwide repre-



senting dozens of countries and a variety of high-value industries. They hold executive managerial positions and donate both their personal involvement and financial support. Below are a few examples of companies and positions where you will find HHL alumni:

Leading companies



CEO



Director M&A

McKinsey & Company

Partner



Vice President



Director Strategic Marketing



Area Manager Europe



Head of Finance



Senior Manager Corp. Strategy



Member of the Board



General Manager



Manager Corporate Strategy



Global Brand Manager



Project Director

Entrepreneurs

Furthermore, HHL counts among its alumni some of the most dynamic German entrepreneurs, who have founded more than 100 companies and created over 2,500 jobs in the past years. The present and future members of our Alumni Association are poised to continue that tradition of achievement in the years ahead.



Specialist for online-merchandising



Logistics systems



Placement of interim managers



Travel platform



E-learning platform



Online boutique for luxury bags



Online store for sport clothing



Price comparison platform



Production of biomass-based renewable energy



Platform for family services



Online optician



Health platform



IT Consultancy

Comment

"Group work with outstanding and open-minded fellow students as well as a close relationship between students and professors are pillars of teaching at HHL. After an internship in a global consulting firm I received not only positive feedback on the performance of my tasks but also a job offer. This fortunate outcome is something that I clearly ascribe to HHL's excellent and comprehensive teaching approach."

Steffen Bülow
M.Sc. alumnus 2011
Consultant, Simon-Kucher & Partners



STUDENT INITIATIVES



Comment

“Together with my team, I thoroughly enjoyed organizing the biggest soccer tournament of European Business Schools where company recruitment, sports and fun come together. I not only learned a lot during that time, but also made HHL a truly cosmopolitan place, a playground for long-term friendships and networks.”

Laura Antonia Berg,
M.Sc. alumna 2011
Project Leader,
European Ivy League 2010



The HHL spirit

The diversity and quality of the HHL community create a stimulating atmosphere. From sports to culture, HHL students are engaged in a wide

range of activities. Have fun and use the opportunity to make lifelong friends from around the world as well as valuable future business contacts.

BUSINESS	SPORT	SOCIETY	CULTURE
THE NEGOTIATION CHALLENGE	EUROPEAN IVY LEAGUE	BUSINESS STUDENTS WITHOUT BORDERS	FAUST – CIRCLE OF FRIENDS OF INTERNATIONAL STUDENTS
TNC, the first international negotiation competition in Europe, is a joint project led by students from HHL and Harvard Law School. It is about testing communication skills and mental acuity in a “real world” negotiation competition.	European Ivy League is an HHL-based sports tournament. National and international students from Europe’s top business schools as well as alumni and corporate teams gather for three exciting days of soccer and networking.	The goal of this initiative is to establish an organization which enables business students to conduct philanthropic projects in developing countries. It provides a valuable opportunity to work for a charitable cause and integrate classroom learning into practice.	FAUST’s aim is to facilitate the integration of international students into the HHL community, and to familiarize German students with foreign cultures.
ACCELERATE@HHL	STUDENTS GOLF TROPHY	ENERGY CLUB	
This initiative aims to promote entrepreneurial thinking. The focus is on developing students’ skills so they get off to a flying start with their own business, as well as organizing field trips to start-ups and investors throughout Germany.	HHL Students Golf Trophy is the perfect connection between recreation and networking. Those new to the game are also most welcome to participate. A professional golf trainer shows student golfers (some of) the tricks of the game.	HHL Energy Club aims to establish cooperations between companies from the energy and related sectors and academics doing research in this field. It thus conducts fruitful discussions about the future of energy.	
HHL WOMEN – THE BUSINESS NETWORK			
This initiative has the goal to increase the proportion of women in management positions. Students come into contact with representatives from business and politics to explore the issues women face in positions of leadership and responsibility.			



Living in Leipzig

Leipzig enjoys a long and remarkable history as a city of merchants and scholars. Today, the Saxon city has taken on a key role in Europe. Leipzig has managed simultaneously to maintain traditions while setting its sights on distant shores. Indeed, Leipzig is developing at break-neck speed into a metropolis with excellent potential. The fever is spreading – and has already caught some big names like Amazon, DHL, BMW and Porsche. A wealth of leisure activities tempts you everywhere you go, both in and around Leipzig. Whether rowing or paddling on the river Elster, horseback riding in the

woods of the Auenwald or cycling along the canal – you will quickly find a welcome break from studying.

In the evening, Leipzig's pub district is a particular hotspot for night owls – from trendy bars to art oases. If you are looking for a different kind of inspiration, you cannot go wrong visiting the opera, the world-famous Gewandhaus or one of the numerous theaters, cabarets and smaller stages.

Regardless of whether you want to see a major sporting event or enjoy a cultural evening with classical music – in Leipzig you will find what you are looking for. Choose from:

- over 900 bars, cafés and restaurants
- more than 67 museums, galleries and exhibitions
- a total of 35 playhouses, theaters and concert halls.



HHL's campus is located directly across from the new stadium and only a few hundred meters from the city center of Leipzig. Nestled on the green banks of the river Elster, the buildings are surrounded by attractive parkland and the university's extensive sports facilities.

APPLICATION AND ADMISSION PROCESS



Apply online!
<http://study.hhl.de>

Become an HHLer! Join our next M.Sc. class!

Admission to the M.Sc. Program at HHL is highly competitive. To become a member of the next class you need to take the first step now. We invite you to apply. Set the course for your future as an international business leader by becoming a true HHLer.

Application documents:

- Certified copy of Bachelor degree or current transcript of records from the examination office
- Curriculum vitae
- Certified copy of High School degree (Abitur)
- Certification of no less than 3 months relevant practical experience*
- GMAT*
- Proof of above-average English skills (TOEFL)*
- Motivation letter (maximum one page)
- Proof of second foreign language*

Please upload all documents onto our application platform: <http://study.hhl.de>.

* It is also possible to hand in these documents after the application deadline.

Application deadlines:

Intake March: January 15

Intake September: June 20

The application deadline for non-EU applicants is on November 15/May 30 due to visa requirements.

Admission dates:

Several HHL Admission Days are offered throughout the year. You will find the current schedule at

www.hhl.de/master-of-science



“An investment in education pays the best dividends.” Benjamin Franklin (1706-1790)

Tuition fees: A worthwhile investment

The tuition fees for the M.Sc. Program at HHL amount to 25,000 €. No one has ever been unable to study at HHL because of their inability to finance the tuition fees. Up to ten percent of students may have their fees waived. In addition, various scholarships and grants are also available.

Student loans and education funds

Low-cost student loans are available from various banks (including Sparkasse Leipzig, Deutsche Kreditbank AG and KfW Bank). Additionally, CareerConcept AG offers an innovative financing opportunity. The tuition fee is financed by an education fund. After graduation you have to pay back a salary-dependent sum, so that you are not saddled with a fixed debt. The amount and duration of the payment is agreed upon in advance.

For more information please visit www.hhl.de/financing

Information for foreign students:

For international students we recommend to first check out the DAAD scholarship database (www.daad.de).

HHL is the only German school which has been accepted by the US Department of Education to participate in Title IV programs of the Higher Education Act. US applicants interested in this program at HHL should refer to HHL's Federal School Code G38183 on the FAFSA Website www.fafsa.ed.gov.

Note!

For German tax payers, the tuition fees are **tax deductible** as anticipated professional expenses.

Please consult your tax advisor.

Comment



“My decision to study at HHL has paid off since the very first day. I financed the tuition fees, which I always regarded as an investment in my career opportunities, with a student loan from the Sparkasse Leipzig. My employment at The Boston Consulting Group (BCG), enabled me to pay back the loan within just two years.”

Dirk Graber
HHL alumnus, Founder Mister Spex GmbH



We are here for you

The decision for a M.Sc. program should be well considered. We encourage you to visit us at HHL, to meet with us, our current students, alumni and faculty. We offer several opportunities to learn more about HHL:

- Personal consultations
- Information days
- GMAT seminars
- Open lectures
- Online chat (www.hhl.de/chat)

If you have any further questions, please give us a call or visit us online!



Franziska Rook

Student Recruitment M.Sc.

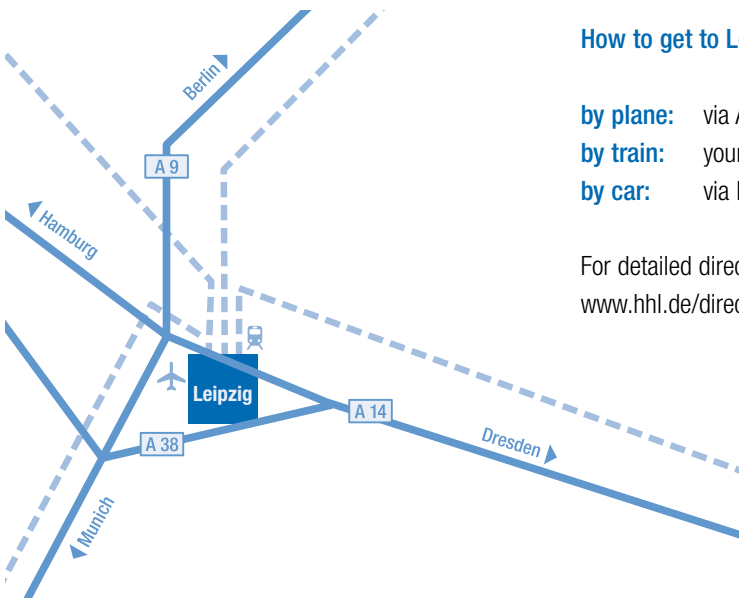
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www.hhl.de/master-of-science

DIRECTIONS TO HHL

The city of Leipzig is located in the heart of Europe.



How to get to Leipzig

by plane: via Airport Leipzig-Halle (LEJ)

by train: your destination is Leipzig Hauptbahnhof

by car: via highway A9 or A14

For detailed directions please visit
www.hhl.de/directions

M.Sc.



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