



Study regulations

for the part-time Master Program in Management (M.Sc.)
at HHL Leipzig Graduate School of Management

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Pursuant to article 36 of the Higher Education Autonomy Act of the Free State of Saxony (Sächsisches Hochschulfreiheitsgesetz — SächsHSFG) in the version dated April 26, 2018 (Saxon Law Gazette — SächsGVBl. 2018,7, p. 198 ff), the Senate of HHL Leipzig Graduate School of Management (HHL) issues the following study regulations:

Article 1 Scope

Based on the examination regulations, these study regulations regulate the admission, objectives, content and structure of the part-time Master Program in Management (M.Sc.) at HHL Leipzig Graduate School of Management (HHL).

Article 2 Program admission

(1) Only individuals with the following qualifications are eligible to be admitted to the consecutive part-time Master Program in Management (M.Sc.) at HHL:

- a) First professional qualification in the form of a bachelor's degree in economics or business administration from a university or equivalent institution of higher education in the Federal Republic of Germany with an above-average result and a minimum of 210 ECTS¹ credit points. Alternatively, an equivalent degree from a university or college abroad (generally, a four-year bachelor's degree in business administration) or another equivalent degree (in accordance with the Central Office for Foreign Education) may be recognized.
- b) Completion of a commercial apprenticeship or proof of practical experience in the form of one or more internships in a commercial context, generally with a duration of a minimum of three months.
- c) Proof of a very good command of the English language by passing the "Test of English as a Foreign Language" (TOEFL) with a score of at least 90 points. Alternatively, a corresponding score in the "Test of English for International Communication" (TOEIC), "International English Language Testing System" (IELTS, 7 points) or "Cambridge Certificate of Proficiency in English" (Cambridge CPE or CAE, level A or B) will also be recognized as a comparable qualification. HHL generally only accepts valid certificates that are not older than two years. Native speakers of English or students who completed a first academic degree in English do not have to provide any certificates. The alternatives, however, might not necessarily be valid for admission to the term abroad at the partner universities. The TOEFL might be required for these.
- d) Proof of basic knowledge of another modern foreign language. For applicants from other countries, German shall be deemed the second foreign language.
- e) Proof of the successful completion of the "Graduate Management Admission Test" (GMAT) or the HHL Entry Test.
- f) Submission of two letters of recommendation (for instance, by a professor, mentor or employer).

(2) If the conditions of paragraph (1) have not been fulfilled, candidates may nonetheless apply to HHL if they can prove above-average achievements in the course of their current studies and if the conditions in question will be fulfilled by the time the applicant enters his or her course of studies at HHL.

Applicants who achieved less than 210, but a minimum of 180 ECTS credits, may be admitted to the program under the following conditions:

¹ ECTS = European Credit Transfer System

- a) If the candidate has at least one year of professional experience (after obtaining the bachelor's degree; no internships) and demonstrates professional competence (knowledge and skills) as well as personal competence (social competence and independence) at level 6 or 7 of the German Qualification Framework, up to 30 credit points may be recognized for competencies acquired in extra-university activities upon application and following a review by the chair of the examination committee. The application may be submitted immediately after admission, but imperatively prior to starting the program.
 - b) If the candidate has less than one year of professional experience, the student must provide proof of obtaining professional competencies in the planning, processing and evaluation of comprehensive technical tasks and problems as well as independent process control in sub-areas of a scientific subject or in a professional field of activity while studying. The claims are to be distinguished by complexity and adaptations. The application for recognition may be submitted one year before starting the program at the earliest and no later than two years after. The employer must confirm that the candidate acquired these professional competencies. Up to 30 credit points may be recognized following a review by the chair of the examination committee.
- (3) Admission will be granted by the admission committee. An interview with an HHL professor is a part of the admissions procedure. The committee reserves the right to conduct a second interview.
- (4) HHL may admit guest students to the program.

Article 3 Program objectives

- (1) Upon successful completion of the program, the graduates will be awarded the academic degree of "Master of Science". The graduates' tasks on the job generally extend towards preparing, making, reviewing and implementing commercial decisions in the broadest sense in the position of an executive or junior executive. Moreover, the program enhances the fundamentals of scientific work, therefore facilitating a subsequent doctorate.
- (2) It is therefore the objective of the master program to build upon a bachelor's program in business administration and expand upon the skills and abilities in economics to enable the graduates to deal with the tasks described under paragraph (1). This includes the following skills and abilities in particular:
- a) Recognizing and analyzing overall operational relationships and interdependencies between the functional areas of a company.
 - b) Recognizing and solving structured and non-structured business-related problems and communicating solutions.
 - c) Comprehending and assessing macroeconomic events and developments and implementing their effects in decisions.
 - d) Working in a team; social competence and target-oriented leadership.
 - e) Making entrepreneurial decisions considering aspects of economic responsibility, ethics and sustainability.
- (3) To teach these skills and abilities, the education at HHL builds on the following five principles:
- a) Instruction with a holistic approach grounded in economics;
 - b) Instruction and research at a high level of performance;
 - c) Close connection between theory and practice;
 - d) International orientation;
 - e) Promotion of the ability to work in a team, leadership skills and social competence.

Article 4 Program start

The part-time Master Program in Management (M.Sc.) starts each year in September.

Article 5 Course structure and schedule

(1) The part-time Master Program in Management (M.Sc.) is taught in English and consists of two parts — the modularized compulsory and elective courses and the preparation of a master's thesis. A total of 90 ECTS credits is allocated for both parts.

(2) For students who are supported by their employer and/or complete the program in combination with part-time employment, the regular period of study shall be eight terms (four semesters or 24 months). For students working full time, the regular study period shall be extended to a program duration of 30 months (five semesters) without additional tuition fees being incurred. If a student selects the Study Abroad elective, the regular study period may be extended by one term without additional tuition fees being incurred.

(3) The program is structured as follows:

	Term 1 & 2	Term 3 & 4	Term 5 & 6	Term 7 & 8	Term 9 (10- 11)	Total credits
1. Compulsory modules (General Management Essentials — Core)						32
1.General Management Essential						
1.1 Integrated Case Study	6					6
1.2 Economics & Competitiveness	8					8
1.3 Ethics & Leadership Skills	4	2				6
1.4 Management Success Factors	4					4
1.5 Entrepreneurship & Technology	2	2				4
1.6 Coding & Data Literacy		4				4
2.Elective modules (deep dives)						32
2.1 Strategic Management						16
2.1.1 Global Strategy		4				4
2.1.2 Strategic Brand Management			4			4
2.1.3 Value Chain Management			4			4
2.1.4 Online Marketing & Customer Analytics				4		4
2.2 Financial Decision Making						16
2.2.1 Financial Analysis & Modeling		4				4
2.2.2 Corporate Valuation & M&A			4			4
2.2.3 Corporate Finance & Private Equity			4			4
2.2.4 Stakeholder Communication				4		4
2.3 Transformation Management						16
2.3.1 Innovation Management & Corporate Entrepreneurship			4			4
2.3.2 Customer Value Creation			4			4
2.3.3 Change Management				4		4
2.3.4 Growth Management				4		4
2.4 Study Abroad						16
					16	
3.Individual electives (deep dives; customized)						8

3.1 Modules from the electives section not selected previously (1 to 2)		0 - 8				max. 8
3.2 International Study Trip		4				4
3.3 Course/module from term abroad					0 - 4	max. 4
3.4 Open modules/current additional offers	0 - 4					max. 4
4. Master's Thesis				18		18
	24	12 - 24	8 - 24	4 - 25	16 - 29	90

Students working full time may shift select courses/modules from the compulsory section into the third year of study, thereby extending the regular study period to 30 months.

The compulsory modules must be completed in full (term 1 to 3).

Two out of four elective modules worth 32 credits have to be fully completed (term 3 to 11). The Study Abroad elective may be completed flexibly starting from term 9.

Within the individual (customized) electives section, eight credits must be earned; either from the modules not selected previously and/or the International Study Trip and/or an open module (current additional offer).

The International Study Trip represents an additional offer which can be arranged on demand and requires a minimum number of participants. Expenses incurred for travel and accommodation will not be borne by HHL.

Students may start work on their master's thesis flexibly from term 7. The completion period is six months.

Details about individual modules as well as the detailed course schedule will be specified and published in the HHL module handbook.

(4) Individual study plans may be arranged for students with disabilities and chronic illness as well as those on maternal or parental leave. The right to maternal and parental leave is guaranteed.

Article 6 Term abroad

(1) Students have the option of completing a term at a partner university abroad within the framework of the elective modules. It is the objective of a term abroad to introduce students to general and subject-specific experiences relating to living and working in other countries. Thereby, the program addresses the continuous internationalization of business and society.

The places at the partner universities are allocated during the course of the second term following an assignment procedure established by the HHL Senate. Students are not permitted to apply directly to an HHL partner university. After the application documents have been submitted to the partner university, students cannot change to another university for their term abroad.

(2) Students generally complete the term abroad in their ninth term at one of HHL's partner universities. The possible content of the term abroad is determined separately for each partner university in line with its curriculum. Coursework completed abroad will be given the same weight as coursework completed at a German university. The coursework to be completed abroad will be determined and recognized in coordination with HHL. Completing a term abroad at one of HHL's partner universities earns the candidate a minimum of the 16 compulsory credits.

(3) In order to enroll at one of HHL's partner universities abroad, the student generally has to provide proof of the following qualifications:

- a) Completion of the "Test of English as a Foreign Language" (TOEFL) or another foreign language test required by the partner university as an access requirement to the study abroad program.
- b) Completion of the "Graduate Management Admission Test (GMAT)", achieving at least the average value required by the partner program.

(4) The courses completed abroad are academically recognized in consideration of the requirements below:

- a) Submission of the original transcript from the university abroad by the student which corresponds with the learning agreement concluded prior to the compulsory term abroad.
- b) A student report in accordance with the criteria stipulated by HHL. The students declare their consent to the publication of the report within HHL.

(5) Students are not permitted to complete a term abroad in their respective home country.

Article 7 Leave of absence

Upon application, students may take a leave of absence of a maximum of four terms (two semesters) for cause. Cause may include:

- Additional internships or terms abroad (outside the opportunities stipulated in these study regulations)
- Personal illnesses or caring for a spouse or a person related to the student in a direct line (upon submission of a medical certificate)
- Economic difficulties

The legal stipulations from the Maternity Protection Act as well as the Parental Benefit and Parental Leave Act apply for maternal or parental leave.

Students may take a leave of absence of up to four semesters to care for their own children unless they have already been granted leave under sentence 1.

Students on leave may complete course assignments and examinations.

A leave of absence will not be counted towards the regular study period.

Article 8 Student advisement

(1) The specific and study-related advisory service will be conducted by the appropriate chairs; they support students particularly regarding course selection and study techniques. Additionally, an extensive counseling event will be held at the beginning of each fall term for those students who start their program at HHL that term.

(2) If students have any questions regarding the course of their studies and examinations, they may consult with the staff of the Student Affairs Office and/or the Examination Office. The staff from the International Office is available especially for study abroad consultation. The members of staff from Student Affairs Office can, in general, also assist the students and potential students with any other questions they might have.

Article 9 Entry into force

These study regulations shall come into effect on the date of their publication. They apply to all students who enroll in the fall term of 2019 and onwards.

Leipzig, November 07, 2019

Prof. Dr. Stephan Stubner
Dean
of HHL Leipzig Graduate School of Management