

Human Resources Management and Consulting

Semester 1

HRM5011 - Basics of Strategic Human Resource Management	
ID	HRM5011
Level	Advanced Level I
Credits	4 Credits
Hours per week	1
Frequency	Once a Year
Kind of Examination	PLK/PLM
Examination time	120 minutes
Language	German
category	Course
Discipline	Human Resource Management
Pedagogical Approach	Interactive approach
Objectives	Knowledge of basic terms, definitions and systematic approach of Human Resource management, development of a comprehensive view of personnel management, knowledge of the current and expected trends
Catalog Entry	This course covers the knowledge of basic terms, definitions and systematic approach of Human Resource management, development of a comprehensive view of personnel management, knowledge of the current and expected trends.
Content	Behavior of economic-employee theory; personnel policy and strategic personnel management; employee support, leadership and co-operation; personnel and organizational development;

	Qualification schemes; Controlling and evaluation in HR Management; Strategic staff planning; Trends in HR development; Future roles of HR Management
Workload	120 hours. Credits and workload are disproportionate with this training meeting, because the basics, which here it concerns, are predominantly compiled in intensive, self-trained instruction. The goal is an adjustment of different levels of master-study knowledge.
Miscellaneous	<i>Prerequisite:</i> Basics in Business Studies

HRM5012 - Strategic Human Resource Marketing and Employee Retention	
ID	HRM5012
Level	Advanced Level I
Credits	3 Credits
Hours per week	2
Frequency	Once a Year
Kind of Examination	PLR/PLH/PLP/PVL
Language	German
category	Course
Discipline	Human Resource Management
Pedagogical Approach	Interactive approach
Objectives	Understand the necessity of marketing and retention, application of the analysis methods, the strategy development and instruments of external and internal personnel marketing

Catalog Entry	This course covers the understand of marketing and retention, application of the analysis methods, the strategy development and instruments of external and internal personnel marketing.
Content	<ul style="list-style-type: none"> • Basics of strategic personnel marketing • Demography • Analysis of Employer attractiveness • Target-group-specific strategies and instruments to increase employer attractiveness • War for talents • Employer Branding • Success factors of personnel marketing • Analysis of the employee satisfaction • Target-group-specific strategies and instruments for the increase of the employee satisfaction • Controlling attraction and retention
Workload	90 Hrs. Extensive literature, study and practice searches, hand outs (10 sides) and presentations (30 min.)
Miscellaneous	<i>Prerequisite:</i> Strategic Human Resource Management base

HRM5013 - E-HRM	
ID	HRM5013
Level	Advanced Level II
Credits	2 Credits
Hours per week	2
Frequency	Once a Year
Kind of Examination	PLR/PLH/PLP/PVL
Language	German
category	Course

Discipline	Human Resource Management
Pedagogical Approach	Interactive approach
Objectives	Development of a comprehensive view of E-HRM, application fields, possibilities and limits of the E-HRM
Catalog Entry	This course covers the development of a comprehensive view of E-HRM, application fields, possibilities and limits of the E-HRM.
Content	E-Business as frameworks for E-HRM E-Recruiting E-Learning E-administration Applicant portal Employee portal Management portal Change portal HR Service Delivery Model
Workload	60 Hrs. Bibliography searches in the topic fields mentioned, hand outs (10 sides) and presentations (30 min.)
Miscellaneous	<i>Prerequisite:</i> Strategic Human Resource Management base

HRM5031 - Organizational Development and Change Management	
ID	HRM5031
Level	Advanced Level I
Credits	5 Credits
Hours per week	4
Frequency	Once a Year
Kind of Examination	PLR/PLH/PVL

Language	German
category	Course
Discipline	Human Resource Management
Pedagogical Approach	Interactive approach
Objectives	A goal of this meeting is to acquire a founded overview of the scientific sources the current concepts, as well as methods, and instruments of organizational development. The training aim is to attain a basic understanding of the principle of employee participation within change processes. Beyond that, the reflection of the professional role of the advisor is a training aim; this represents a substantial authority characteristic of advisory assistance.
Catalog Entry	A goal of this meeting is to acquire a founded overview of the scientific sources the current concepts, as well as methods, and instruments of organizational development.
Content	<p>Basic theorems and history of the organizational development</p> <p>Key Terms</p> <p>History of the organizational development</p> <p>OD in the context of Change Management</p> <p>OD in the context of HR Development and further training</p> <p>Principles of procedure with OD Architecture and Process</p> <p>Phases of the OD</p> <p>Architecture of the OD process</p> <p>Lewins' three-phase model</p> <p>Concrete procedure steps and technical pitfalls</p> <p>Co-operation of advisors and managers</p> <p>Change forms and their consequences</p> <p>Communication and social-psychological bases of organizational development</p> <p>The social dimensions of the organizational development:</p> <p>Individual - group - organization</p> <p>Communication during the consulting process, perception, mental models, communication</p> <p>Watzlawick: Five axioms of communication</p> <p>Resistance and change</p> <p>Authority profiles and internal-enterprise OE consultation</p> <p>Authority fields of an OE advisor</p> <p>Behavior</p>

	<p>Self reflection</p> <p>Professional hygiene</p> <p>Characteristics of enterprise-internal consulting processes</p>
Workload	<p>150 Std.</p> <p>Homework, as well as paper in small groups; additionally a test during the term to cognitive learning contents, led literature study</p>

HRM5032 - International Consulting (Implementation)	
ID	HRM5032
Level	Advanced Level I
Credits	6 Credits
Hours per week	4
Frequency	Once a Year
Kind of Examination	PLR/PLH/PVL
Language	German
category	Course
Discipline	Human Resource Management
Pedagogical Approach	Interactive approach
Objectives	<p>Participants acquire a fundamental understanding for the tasks, requirements and development trends in the International Consulting. Participants are enabled to understand the position of a vocational field in its width and acquire profound (also operational) knowledge for their professional work in this field of activity.</p>
Catalog Entry	<p>The students learn a fundamental understanding for the tasks, requirements and development trends in the International</p>

	Consulting.
Content	<p>The nature of the consulting business</p> <p>Current trends and challenges</p> <p>Planning and management of consulting projects</p> <p>Tools in Consulting</p> <p>Cooperation with the client during the implementation of the project</p> <p>Personnel and development possibilities in the Consulting job</p> <p>Management of consulting firms</p> <p>Winning new markets</p> <p>Report manufacturing and presentation</p>
Workload	<p>180 Hrs.</p> <p>Increased effort for the preparation of homework in small groups - analysis and evaluation of a Consulting report as well as short presentation.</p>
Miscellaneous	<p>Course Style:</p> <p>Beside lecture units, the seminar will contain different interactive components, which refer to the analysis and evaluation of consulting reports and the execution of case studies. Case studies are organized with representatives of international consulting firms and industrial enterprises.</p>

HRM5033 - Management of Mergers	
ID	HRM5033
Level	Advanced Level I
Credits	3 Credits
Hours per week	2
Frequency	Once a Year
Kind of Examination	PLR/PLH/PVL
Language	German

category	Course
Discipline	Human Resource Management
Pedagogical Approach	Interactive approach
Objectives	Recognize different challenges with which enterprises see themselves confronted by the merger framework. Acquisition of knowledge, in order to be able to steer such change processes as efficiently as possible.
Catalog Entry	The students learn to recognize different challenges with which enterprises see themselves confronted by the merger framework.
Content	Special challenges for the personnel management Enterprise-political objectives Central legal aspects Effects of mergers Success factors of mergers Short, mid, and long-term approaches of company mergers Characteristics of international mergers
Workload	90 Hrs. Comprehensive bibliography research in relevant field topics in the context of homework, in addition Handouts (10 sides) and presentations (30 minutes).
Miscellaneous	Prerequisite: Economical basis

HRM5034 - Company Evaluation / Due Diligence

ID	HRM5034
Level	Advanced Level I
Credits	3 Credits
Hours per week	2

Frequency	Once a Year
Kind of Examination	PLK/PLM
Examination time	60 minutes
Language	German
category	Course
Discipline	Human Resource Management
Pedagogical Approach	Interactive approach
Objectives	Acquisition of knowledge over specific tasks, development trends and requirements within assessing the company value and due diligence. Participants in this training cannot be enabled to accomplish a company evaluation on due diligence in its entirety; they acquire knowledge of the characteristics and procedures of an evaluation process, which is frequently an upstream organizational development and a consulting activity with enterprise fusions.
Catalog Entry	This course covers the Acquisition of knowledge over specific tasks, development trends and requirements within assessing the company value and due diligence.
Content	<p>Evaluation contexts of companies</p> <p>Evaluation methods</p> <p>Individual value procedures: different material value procedures</p> <p>Mixed processes: Average value procedure, excess profit methods</p> <p>Total evaluation procedures: Productive value method, discounted cash-flow procedure, settlement proceedings</p> <p>Case studies</p> <p>Emphasis within the range of the due diligence:</p> <p>Causes for due diligence</p> <p>Expiration of due diligence</p> <p>Forms of due diligence</p> <p>Differences with company evaluation</p>

Workload	90 Std. Training from literature in a range of topics, of which participants are not familiar with, therefore requiring more examination preparation
Miscellaneous	Prerequisite: Economical basis

HRM5035 - Business Process Optimization	
ID	HRM5035
Level	Advanced Level I
Credits	2 Credits
Hours per week	2
Frequency	Once a Year
Kind of Examination	PLR/PLH/PLP/PVL
Language	German
category	Course
Discipline	Human Resource Management
Pedagogical Approach	Interactive approach
Objectives	Acquiring the ability to methodically draft the optimization of business processes as well as the completion and integration of business process projects
Catalog Entry	This course covers the acquiring the ability to methodically draft the optimization of business processes as well as the completion and integration of business process projects.
Content	Basis is business process management Concepts for the enterprise process organization

	Identification and evaluation of processes Reference models for the business process optimization Integrated business process modeling Business process optimization Automation of business processes by workflow management Enterprise-spreading business process optimization Web-based business processes Technology and tool based exercises (ARIS Toolset)
Workload	60 Hrs.
Miscellaneous	Prerequisite: Basics in Business studies

HRM5051 - Team Development

HRM5052 - Presentation Training

HRM5053 - Project Management

Semester 2

HRM5014 - Entrepreneurial Human Resource Management

ID	HRM5014
Level	Advanced Level II
Credits	5 Credits
Hours per week	4
Frequency	Once a Year

Kind of Examination	PLK/PLM
Examination time	120 minutes
Language	German
category	Course
Discipline	Human Resource Management
Pedagogical Approach	Interactive approach
Objectives	Comprehensive development view of personnel controlling, knowledge of the instruments for personnel controlling, application of personnel controlling in the sub ranges of personnel management. Controlling the instruments of strategic personnel management, organization and leadership of staff, development of entrepreneurial thinking of staff
Catalog Entry	The students learn the comprehensive development view of personnel controlling, controlling the instruments of strategic personnel management, development of entrepreneurial thinking of staff.
Content	<p>Personnel controlling as a cross section function of personnel management</p> <p>Characteristics and variants of personnel controlling</p> <p>Instruments of personnel controlling</p> <p>Controlling personnel management and employee support</p> <p>Controlling employee leadership and cooperation</p> <p>Controlling of the training system and personnel development</p> <p>Controlling of staff management</p> <p>Controlling of customer orientation and</p> <p>Organizational anchorage of personnel controlling</p> <p>Roles of staff</p> <p>Personnel management as a service function</p> <p>SWOT analysis</p> <p>Strategy development</p> <p>Development and adjustment of service offers</p> <p>Outsourcing</p> <p>Marketing for staff</p> <p>Organization of customer-oriented staff</p> <p>Profit center</p>

	<p>Project management for staff within the management department</p> <p>HR Leadership, including goal-oriented leadership</p> <p>Balanced Scorecard as control instrument</p> <p>Determination of the personnel value (Human Capital) and the return of Human Resources</p>
Workload	<p>150 Hrs.</p> <p>Systematic reinforcement and intensive examination preparation in an extensive field topic</p>
Miscellaneous	<p><i>Prerequisite:</i></p> <p>Strategic Human Resource Management base</p>

HRM5021 - International Personnel Development and Policies	
ID	HRM5021
Level	Advanced Level II
Credits	4 Credits
Hours per week	3
Frequency	Once a Year
Kind of Examination	PLR/PLH/PVL
Language	German
category	Course
Prerequisites	Basics of Strategic Human Resource Management
Discipline	Human Resource Management
Pedagogical Approach	Interactive approach
Objectives	Knowledge of key approaches of an international personnel policy and development, in particular related to the different

	relevant action fields of Human Resources Management
Catalog Entry	The students learn the key approaches of an international personnel policy and development, in particular related to the different relevant action fields of Human Resources Management.
Content	Multi-cultural Human Resources Management Organization forms of international cooperation Delegation policies Recruiting policies Incentive and remuneration systems Employee guidance Strategic personnel development Delegation of employees (preparation & support) Reintegration of delegated employees Challenges of personnel administration
Workload	120 Hrs. Preparation of presentations and homework in small groups, bibliography research in the relevant topic fields in the context of the homework, in addition Handouts (10 sides) and presentations (30 minutes); Examination preparation, Examination 60 minutes.

HRM5022 - Intercultural Collaboration	
ID	HRM5022
Level	Advanced Level II
Credits	3 Credits
Hours per week	4
Frequency	Once a Year
Kind of Examination	PLR/PLH
Language	German

category	Course
Prerequisites	Basics of Strategic Human Resource Management
Discipline	Human Resource Management
Pedagogical Approach	Interactive approach
Objectives	Clarifying and becoming acquainted with the intercultural differences as well as the possibilities of dealing with these successfully; this instruction unit is particularly important in the social-emotional learning line: the promotion of intercultural sensitiveness (cultural awareness).
Catalog Entry	This course covers the clarifying and becoming acquainted with the intercultural differences as well as the possibilities of dealing with these successfully.
Content	Theories of cultural differences, structural differences and cultural differences in style of leadership and business behavior Intercultural Adaptation: phases, culture shock theory Cooperation in intercultural teams Intercultural training
Workload	90 Std. Bibliography research in relevant topic fields in the context of homework (10 sides), in addition Handouts (5 sides) and participant presentations (20 minutes)

HRM5023 - Managing Diversity and Industrial Relations	
ID	HRM5023
Level	Advanced Level II
Credits	3 Credits
Hours per week	3
Frequency	Once a Year

Kind of Examination	PLR/PLH
Language	German
category	Course
Prerequisites	Basics of Strategic Human Resource Management
Discipline	Human Resource Management
Pedagogical Approach	Interactive approach
Objectives	Knowledge of the meaning and approaches of diversity management; and also the international characteristics in cooperation with the representatives for employees.
Catalog Entry	This course covers the knowledge of the meaning and approaches of diversity management; and also the international characteristics in cooperation with the representatives for employees.
Content	<p>Approaches of diversity management</p> <p>Minority problems</p> <p>Gender studies</p> <p>Diversity vs. integration management</p> <p>Diversity management in the respective national organization</p> <p>Diversity management in the overall organization</p> <p>International differences in the representatives for the employees: legal basic conditions</p> <p>Practice of cooperation with representative bodies of labor</p> <p>International representative schemes for employees</p> <p>Current developments in the international labor law</p>
Workload	<p>90 Std.</p> <p>Source searches of studies in relevant topic fields in the context of homework (10 sides), in addition Handouts (5 sides) and participant presentations (20 minutes)</p>

HRM5041 - Company Development

ID	HRM5041
Level	Advanced Level II
Credits	7 Credits
Hours per week	5
Frequency	Once a Year
Kind of Examination	PVL/PLH/PLR/PLM
Language	German
category	Course
Discipline	Human Resource Management
Pedagogical Approach	Interactive approach
Objectives	During their development, companies may undergo various stages of growth, consolidation and restructuring. In this context, they can refer to a wide scope of different methods and tools. This seminar provides for an overview to the different options and enhances competence in building business know-how required for concrete challenges in the corporate development. Reference is made to various levels of the company, such as the overall organization, selected business units and individual product segments.
Catalog Entry	The students learn to provide for an overview to the different options and enhances competence in building business know-how required for concrete challenges in the corporate development. Reference is made to various levels of the company, such as the overall organization, selected business units and individual product segments.
Content	Fundamental concepts of corporate management Options for strategic planning and control Innovation Management International Management Variants of external growth

	Business restructuring Quality and risk management
Workload	210 Hrs. High portion of seminar-accompanying self-activities due to the close subject, exercises (businesses of plans provide), reinforcement expenditure, preparation test, homework
Miscellaneous	Prerequisite: Economical basis Course Style: Seminar; small group exercises which can be worked on outside of the course time; moderated group tasks with case studies; case study presentations by external lecturers

HRM5042 - International Business Relations	
ID	HRM5042
Level	Advanced Level II
Credits	2 Credits
Hours per week	2
Frequency	Once a Year
Kind of Examination	PLK/PLM
Examination time	60 minutes
Language	German
category	Course
Discipline	Human Resource Management
Pedagogical Approach	Interactive approach
Objectives	Profound knowledge of drives of internationalization of the business processes from the overall economic perspective.

Catalog Entry	The students learn to profound knowledge of drives of internationalization of the business processes from the overall economic perspective.
Content	<ul style="list-style-type: none"> • Facts for an international division of labor • Forms of international integration • Financial markets and currency problems • Globalization process and institutional change Location policies
Workload	60 Std. Participants must show ability to respond to selected questions correctly showing that they are capable to apply the acquired knowledge in problem solving tasks.

HRM5043 - Organizational Behavior and Corporate Culture

ID	HRM5043
Level	Advanced Level II
Credits	4 Credits
Hours per week	2
Frequency	Once a Year
Kind of Examination	PLR/PLH/PVL
Language	German
category	Course
Discipline	Human Resource Management
Pedagogical Approach	Interactive approach
Objectives	Employee satisfaction, employee retention and commitment with respect to company targets are largely determined by the 'soft factors'. Students become acquainted with substantial determinants of the employee satisfaction and attain

	knowledge and for a purposeful influence of an organizational enterprise culture. Consideration of factors relating to the organizational influence of individual acting (act in organizations) thereby represents an important training aim.
Catalog Entry	Students become acquainted with substantial determinants of the employee satisfaction and attain knowledge and for a purposeful influence of an organizational enterprise culture.
Content	<p>Organization diagnosis, diagnosis of the company culture</p> <p>Employee surveys</p> <p>Leadership (classical leadership theories, situation guidance, guidance dilemmas, change of the leadership culture)</p> <p>Collaboration (social psychology of the group processes, teamwork, group work in production, forms of cooperation)</p> <p>Characteristics of the enterprise culture (Neuberger, Schein)</p> <p>description of the enterprise culture, organization of the enterprise culture</p>
Workload	<p>120 Std. I</p> <p>individual homework, preparation of a short presentation with paper in a small group, the homework includes its own practice or literature search.</p>

HRM5044 - Business Ethics	
ID	HRM5044
Level	Advanced Level II
Credits	2 Credits
Hours per week	2
Frequency	Once a Year
Kind of Examination	PLR/PLH/PVL
Language	German

category	Course
Discipline	
Pedagogical Approach	Interactive approach
Responsible:	Noll, Bernd
Objectives	The key topics of this lecture are the basic approaches for the assessment of moral dilemmas and aspects related to the institutionalization of ethical concerns of organizations. It will enhance the ability of the participants to interact in controversial situations for making good decisions.
Catalog Entry	The key topics of this lecture are the basic approaches for the assessment of moral dilemmas and aspects related to the institutionalization of ethical concerns of organizations.
Content	<p>Fundamental ideas: Values and standards</p> <p>Reason for standards: teleological and deontological approaches</p> <p>Responsibility of the individual in the company</p> <p>Business ethics in the free-market economy: reason and limits</p> <p>Conceptions and task ranges of business ethics</p> <p>Ethics management as value-based controlling</p> <p>Strategies for moral concepts implementation</p> <p>Case studies to the business ethics</p> <p>Free-market economy and morals</p>
Workload	<p>60 Hrs.</p> <p>Presentation of a case study in the field of enterprise ethics; written hand out from 5-8 sides; Presentation over 15 minutes.</p>
Miscellaneous	<p>Course Style: The course is arranged as lecture with interactive parts and case studies that are compiled in seminars.</p> <p>Prerequisite: Business and economical bases</p>

HRM5054 - Facilitator Training

Semester 3

HRM6011 - Project in HR-Management and Consulting	
ID	HRM6011
Level	Expert Level
Credits	3 Credits
Hours per week	2
Frequency	Once a Year
Kind of Examination	UPL
Language	German or English
category	Course
Discipline	Human Resource Management
Pedagogical Approach	Exercise Course
Objectives	Processing of current subjects in the HR Management and Consulting by concrete conceptional, strategic and operational practice projects in enterprises and consultative organizations. Argument with experiences of the project learning and conscious alignment of theory practice mis-matches.
Catalog Entry	The students learn the processing of current subjects in the HR Management and Consulting by concrete conceptional, strategic and operational practice projects in enterprises and consultative organizations.
Content	Current practice and project topics in personnel management Application practices of HRM functions Concepts and use of strategic HRM Practice of change management processes Organizing interfaces between process and expert advice

	<p>Positioning of in house consulting departments</p> <p>Current advising methods: e.g. Appreciative inquiry, organization lists, presenting, strategic and innovation consultation, etc..</p> <p>Theory practice alignment</p> <p>Practical methods and instruments of project management</p> <p>Professional behavior as a project manager</p> <p>Organization-psychological risks with HRM- and Consulting projects (resistances, micro politics, etc..)</p>
Workload	<p>90 Hrs.</p> <p>Advised project work; steered action learning is presupposed.</p> <p>The work in this training meeting contains an intensive cooperation study also with foreign partner universities; Preparation and travel times are therefore also including within the workload.</p>
Miscellaneous	<p>Prerequisite:</p> <p>Solid knowledge of HRM and Consulting concepts</p>

HRM6012 - Specialized Project and Consulting Colloquium

HRM6013 - Team Supervision

HRM6014 - Concluding Presentation

ID	HRM6014
Level	Expert Level
Credits	2 Credits
Frequency	Once a Year
Kind of Examination	PLR
Language	German

category	Course
Discipline	Human Resource Management
Pedagogical Approach	Project Course
Objectives	Experience of developing a professional and methodically challenging presentation in front of a specialized audience. Contact with media, presentation techniques, time management and public contact.
Catalog Entry	Experience of developing a professional and methodically challenging presentation in front of a specialized audience. Contact with media, presentation techniques, time management and public contact.
Content	Material research, sifting and preparation Didactical reduction with complex topics Handling presentation media Lecture behavior and presentation techniques Giving and taking feedback
Workload	60 Std. Intensive preparation, elaboration of an exemplary presentation, coordinated discussions with the clients
Miscellaneous	<i>Prerequisite:</i> Practical project work <i>Course Style:</i> Presentation with systematic evaluation and feedback; the presentations take place partly with the clients from enterprises, and partly at the clients company headquarters.

THE6998 - Master Thesis	
ID	THE6998
Level	Expert Level
Credits	20 Credits

Frequency	Every Semester
Kind of Examination	PLT
Language	German or English
category	Course
Discipline	Crossfunctional Subjects
Pedagogical Approach	Project Course
Catalog Entry	In the framework of the Master thesis the acquired knowledge is applied in an interdisciplinary research and practice-oriented way. Emphasize is placed on the strategic-conceptual and scientific components as well as on the creative component.