

Decision of the Curriculum Committee of the Innsbruck University School of Management on 5 March 2007, approved by Senate Decree on 8 March 2007:

On the basis of § 25 paragraph 1 no. 10 University Act 2002, BGBl. I (Federal Law Gazette) No. 120, most recently amended by Federal Law BGBl. I (Federal Law Gazette) No. 74/2006 and § 32 Section "Regulations of Study Law", republished in the University of Innsbruck Bulletin of 3 February 2006, Issue 16, No. 90, most recently amended by the University of Innsbruck Bulletin of 4 December 2006, Issue 7, No. 36, the following is decreed:

**Curriculum for the
Master Program in Organization Studies
at the Innsbruck University School of Management**

§ 1 Qualification profile and program objectives

- (1) The Master Program in Organization Studies forms part of the group of studies in the social and economic sciences.
- (2) The Master Program in Organization Studies aims at intensive career preparation in the social and economic sciences and qualifies students for careers which require the application of well-founded, scientific knowledge and methods. As a scientific program, it essentially covers theories, methods and instruments of the social and economic sciences and, in particular, the field of Organization Studies. Findings from the field of gender research are also taken into consideration.
- (3) In addition to subject-specific competences, the Master Program in Organization Studies also promotes general social skills.
- (4) The objective of the Master Program is to develop advanced analytical and problem-solving competences valuable in science and practice, which are well-grounded in science and supported by theories and methods. This competence should enable students,
 - to elaborate research questions independently, to reflect on scientific knowledge and apply it to novel, especially research-relevant contexts, as well as to pursue PhD programs;
 - to cope with pertinent responsibilities in their professional careers outside the university in a scientifically sound and practically relevant manner. Above and beyond the field of Organization Studies, graduates of the Master Program are qualified to pursue careers in different occupational fields;
 - to reflect intensively on the ethical and social consequences and dimensions when applying their knowledge.

- (5) The Master Program in Organization Studies prepares students for
- scientific careers and especially for pursuing a PhD program and/or
 - managerial, planning, analytical, and advisory responsibilities in the areas of organization development, human resource management, organizational design, and organizational consulting

§ 2 Admission requirements

- (1) Admission to the Master Program in Organization Studies requires a thematically relevant bachelor program completed at a university or a university of applied science or other, equivalent studies completed at an acknowledged Austrian or non-Austrian post-secondary educational institution.
- (2) Thematically relevant studies include in any case the Bachelor Program in Management and Economics completed at the University of Innsbruck.

§ 3 Duration of the program

- (1) The Master Program in Organization Studies equals 120 ECTS credits; this corresponds to a program duration of four semesters.
- (2) The Program is organized in courses.

§ 4 Courses

- (1) Each course constitutes a thematic unit and normally comprises four semester hours ("SST") or ten ECTS credits.
- (2) All courses consist of two course units; at least one of them is a course unit with continuing performance assessment, with the following exceptions:
1. the mandatory course referred to in § 7 (3);
 2. the courses referred to in § 8 (2-4 to 2-7) are organized by other master programs and must be completed according to the respective curricula..
- (3) The curriculum comprises mandatory and elective courses.

§ 5 Types of course units and number of participants

- (1) Lectures (VO) are scientific presentations that provide an introduction to a subject matter or cover, discuss and explain research topics, questions, and methods and introduce new research findings.
- (2) Course units with continuing performance assessment are:
1. Proseminars (PS): Proseminars cover the fundamentals of scientific methods, give an introduction to the literature and state of the art in the field, and focus on selected issues from the field. The maximum number of participants is 40.
 2. Seminars (SE): Seminars focus on detailed scientific discussions. Participants are expected to make oral and/or written contributions. The maximum number of participants is 30.
 3. Tutorials (UE): In tutorials, students acquire application-oriented competences and work on practical cases. The maximum number of participants is 20.
 4. Lecture combined with a tutorial (VU): A lecture combined with a tutorial is the combination of a lecture part and the corresponding tutorial part. The maximum number of participants is 160.

5. Workshop (WS): Workshops focus on the intensive development of personal, social and methodical competences and combine introductions to relevant scientific questions and concepts with practical case studies and exercises. The maximum number of participants is 15.

§ 6 Procedure for the admission to course units with a limited number of participants

In course units with a maximum number of participants and admission requirements, places are allocated based on the students' performance in those courses which have been classified as preconditions for admission.

§ 7 Titles, work load, and topics of mandatory courses including ECTS credits

- (1) The following course, giving an introduction to research methods, must be completed:

Mandatory Course		SSt	ECTS credits
	Organizational Analysis: Research Methods	4	10

- (2) The following mandatory modules have to be completed:

Mandatory Course		SSt	ECTS Credits
1	Approaches to Organization Studies	4	10
2	Organizational Design	4	10
3	Communication and Conflict	4	10
4	Interventions in Organizations	4	10
5	Organizational Dynamics and Change	4	10
6	Organizational Knowledge and Management Development	4	10

- (3) The mandatory course "Master Thesis Defense" must be completed:

Mandatory Course			ECTS credits
	Master Thesis Defense		2.5

§ 8 Titles, work load, and topics of elective courses including ECTS credits

(1) One elective course from the following catalogue has to be completed:

Elective Course		SSt	ECTS credits
1.	Ethics in Organizations	4	10
2.	Non-Profit, Public and Expert Organizations	4	10
3.	Gender, Work and Organization	4	10

(2) One additional elective course from the following catalogue has to be completed:

Elective Course		SSt	ECTS credits
1	Consulting: Processes and Cases	4	10
2	Organization and Technology	4	10
3	Corporate Communication and Governance	4	10
4	Financial Analysis	4	10
5	Creativity, Innovation and Change	4	10
6	Strategic Management for NPOs	4	10
7	The Social and Organizational Context of Accounting	4	10

§ 9 Titles, work load, and short descriptions of the course units of mandatory and elective courses including ECTS credits

(1) Mandatory course referred to in § 7 (1):

	Mandatory Course	Organizational Analysis: Research Methods	Course unit	SSt	ECTS credits
a	VO Fundamentals of the Philosophy of Science Introduction to central terms in the philosophy of science, with special focus on the social sciences		VO	1	2.5
b	VO Methods of Empirical Social Research Presentation and elaboration of qualitative and quantitative methods employed in the social sciences		VO	2	5
c	SE Organizational Analysis Discussion of methods and research designs for selected questions of organizational analysis		SE	1	2.5
				4	10
	Learning objectives: general knowledge of the philosophy of science and research methods employed in the social sciences; on this basis, students develop the competence to design and carry out empirical social research projects				
	Admission requirements: positive completion of the mandatory courses referred to in § 7 (2-4) and § 7 (2-5), i.e. "Interventions in Organizations" and "Organizational Dynamics and Change" as well as one of the elective courses referred to in § 8 (1)				

(2) Mandatory courses referred to in § 7 (2):

1	Mandatory Course	Approaches to Organization Studies	Course unit	SSt	ECTS credits
a	VU Organization and Organizing Introduction to central aspects and approaches of theories of organization and organizing		VU	2	5
b	VU Approaches to Organization Studies Introductory presentation and discussion of selected concepts in organization studies		VU	2	5
				4	10
Learning objectives: competence to differentiate between research approaches and traditions in organization studies and to analyze the social, cultural, and historical influences on organization studies and organizational practice					
Admission requirements: none					

2	Mandatory Course	Organizational Design	Course unit	SSt	ECTS credits
a	VO Introduction to Organizational Design Introduction to designing organizational processes, structures and relationships		VO	2	5
b	SE Organizational Design Discussion of selected issues, exercises and cases in the field of organizational design		SE	2	5
				4	10
Learning objectives: knowledge of the structural and procedural aspects of organizational design; on this basis, students acquire the competence to identify, conceptualize and evaluate context-specific methods of organizational design.					
Admission requirements: positive completion of the mandatory course referred to in § 7 (2-1), i.e. "Approaches to Organization Studies"					

3	Mandatory Course	Communication and Conflict	Course unit	SSt	ECTS credits
a	VO Introduction to Communication and Conflict Research Models of communication and disruptions of communication, functions and dysfunctions of conflicts in organizations, models for conflict resolution		VO	1	2.5
b	WS Communication Exercises in self-observation and self-reflection in communication and conflict situations with special consideration of inter-cultural communication		WS	3	7.5
				4	10
Learning objectives: knowledge of the origins and unfolding of intra-personal, inter-personal and group-related conflicts; on this basis, students acquire the competence to assess and cope with organizational conflict situations and to communicate in different contexts					
Admission requirements: positive completion of the mandatory course referred to in § 7 (2-1), i.e. "Approaches to Organization Studies"					

4	Mandatory Course	Interventions in Organizations	Course unit	SSt	ECTS credits
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a	VO Introduction to Consulting Introduction to the preconditions for and effects of consulting and intervention in organizations against the background of different consulting approaches	VO	2	5
b	SE Consulting Theory and Practice Discussion of the preconditions for and effects of (external) consulting and intervention in organizations; differentiation from (internal) management and examination of overlaps	SE	2	5
			4	10
Learning objectives: knowledge of the preconditions for and effects of different forms of intervention; on this basis, students develop the competence to analyze and systemize context and situation-specific methods of organization consulting				
Admission requirements: positive completion of the mandatory courses referred to in § 7 (2-2) and § 7 (2-3), i.e. "Organizational Design" and "Communication and Conflict"				

5	Mandatory Course	Organizational Dynamics and Change	Course unit	SSt	ECTS credits
a	VO Organizational Dynamics Introduction to theories of change and organizational development		VO	2	5
b	WS Organizational Learning Development of and reflection on personal and organizational change competences against the background of theories of organizational learning		WS	2	5
				4	10
Learning objectives: knowledge of the causes and systematic processes of organizational dynamics as well as adaptive, responsive and active forms of organizational change; on this basis, students develop personal and organization-specific change competences					
Admission requirements: positive completion of the mandatory courses referred to in § 7 (2-2) and § 7 (2-3), i.e. "Organizational Design" and "Communication and Conflict"					

6	Mandatory Course	Organizational Knowledge and Management Development	Course unit	SSt	ECTS credits
a	VO Management of Organizational Knowledge Introduction to the theoretical foundations of and approaches to organizational knowledge, with particular focus on management		VO	2	5
b	WS Management Development Development of and reflection on complex teaching/learning arrangements for management development in knowledge-based organizations		WS	2	5
				4	10
Learning objectives: knowledge of management theory as well as the methods and processes of how knowledge is developed, transferred and shared in organizations; on this basis, students develop personal and organization-specific management competences					
Admission requirements: positive completion of the mandatory courses referred to in § 7 (2-4) and § 7 (2-5), i.e. "Interventions in Organizations" and "Organizational Dynamics and Change" as well as one of the elective courses referred to in § 8 (1)					

(3) Mandatory Course referred to in § 7 (3):

	Mandatory Course	Master Thesis Defense			ECTS credits
	Oral defense of the master thesis				2.5
	Learning objectives: Reflection on the master thesis in the context of the Master Program in Organization Studies				
	Admission requirements: Positive evaluation of the master thesis				

(4) Elective courses referred to in § 8 (1):

1	Elective Course	Ethics in Organizations	Course unit	SSt	ECTS credits
a	VO Ethics in Organizations Basic concepts for the analysis of ethical decisions in organizations and assessment of ethical implications of organizational practices		VO	2	5
b	SE Responsible Decisions and Ethical (Self-)Formation in Organizations Analyzing and working on organizational practices and techniques in view of their ethical implications and responsible decision-making		SE	2	5
				4	10
	Learning objectives: knowledge of the specifically ethical implications of organizational processes; on this basis, students acquire the competence to assess ethical practices and actions in organizations and other organized contexts and develop organization-specific ethical judgment				
	Admission requirements: positive completion of the mandatory courses referred to in § 7 (2-2) and § 7 (2-3), i.e. "Organizational Design" and "Communication and Conflict"				

2	Elective Course	Non-Profit, Public and Expert Organizations	Course unit	SSt	ECTS credits
a	VO Management of Expert Organizations Central issues, special characteristics, and common management concepts of expert organizations and their intellectual capital are discussed.		VO	2	5
b	SE Expert Organizations Discussion of selected aspects of managing expert organizations and their expertise in their specific societal context (concepts and practices)		SE	2	5
				4	10
	Learning objectives: knowledge of the specific characteristics of expert organizations and concepts of how to manage, control and supervise them; on this basis, students develop the competence to design expert organizations				
	Admission requirements: positive completion of the mandatory courses referred to in § 7 (2-2) and § 7 (2-3), i.e. "Organizational Design" and "Communication and Conflict"				

3	Elective Course	Gender, Work and Organization	Course unit	SSt	ECTS credits
a	VO Gender, Work, and Organization Theoretical concepts of gender and organization, gender-specific organizational (sub-)structures, cultures and relationships, indirect and direct discrimination		VO	2	5
b	SE Gender, Work, and Organization Discussion of selected topics, exercises and cases in the field of gender, work, and organization		SE	2	5
				4	10
Learning objectives: competence to assess the gender-specific consequences of organizational practices and to identify suitable design measures on the basis of gender and diversity research					
Admission requirements: positive completion of the mandatory courses referred to in § 7 (2-2) and § 7 (2-3), i.e. "Organizational Design" and "Communication and Conflict"					

(5) Elective courses referred to in § 8 (2):

1	Elective Course	Consulting: Processes and Cases	Course unit	SSt	ECTS credits
a	VO Consulting Processes in Organizations Introduction to the architecture and design of consulting systems from contracting to project completion		VO	2	5
b	SE Case Studies: The Practice of Organization Consulting Working on and discussing organization consulting cases and suitable practices; reflection on their functionality with a view to intended and unintended effects		SE	2	5
				4	10
Learning objectives: knowledge of general and special consulting theory; on this basis, students acquire the competence to evaluate concepts of consulting processes and the development dynamics of consultant/client systems					
Admission requirements: positive completion of the mandatory courses referred to in § 7 (2-4) and § 7 (2-5), i.e. "Interventions in Organizations" and "Organizational Dynamics and Change" as well as one of the elective courses referred to in § 8 (1)					

2	Elective Course	Organization and Technology	Course unit	SSt	ECTS credits
a	VO Introduction: Organization and Technology Introduction to the pre-conditions and effects of employing technologies in organizations		VO	2	5
b	SE Technology, Risk and Organization Discussion of organizational risk structures and how they are regulated against the background of societal and individual consequences		SE	2	5
				4	10
Learning objectives: knowledge of the inter-dependencies between technologies and organizational practices; awareness of the significance of risk, security, and regulation in organizations; on this basis, students develop their ability to act competently in technology-determined organizational contexts					
Admission requirements: positive completion of the mandatory courses referred to in § 7 (2-4) and § 7 (2-5), i.e. "Interventions in Organizations" and "Organizational Dynamics and Change" as well as one of the elective courses referred to in § 8 (1)					

3	Elective Course	Corporate Communication and Governance	Course unit	SSt	ECTS credits
a	VO Corporate Communication and Stakeholder Management Introduction to theories of corporate communication and concepts of managing relationships with external partners and stakeholders of organizations		VO	2	5
b	SE Governance in Organizations Intensive discussion of selected aspects of how organizations are controlled and governance structures are designed in public and private enterprises		SE	2	5
				4	10
Learning objectives: knowledge of stakeholder management, internal and external communication along with the design of governance structures and processes in organizations; on this basis, students develop the ability to interact competently with stakeholders;					
Admission requirements: positive completion of the mandatory courses referred to in § 7 (2-4) and § 7 (2-5), i.e. "Interventions in Organizations" and "Organizational Dynamics and Change" as well as one of the elective courses referred to in § 8 (1)					

4	Elective Course	Financial Analysis	Course unit	SSt	ECTS credits
a	VO Financial Analysis The lecture covers the financial analysis of enterprises on the basis of consolidated financial statements as defined by the IFRS.		VO	2	6
b	PS Financial Analysis In the proseminar, basic questions arising from the lecture are covered in detail through exercises, case studies and a proseminar paper.		PS	2	4
				4	10
Learning objectives: understanding, reflecting on and applying modern concepts and instruments related to the financial analysis of enterprises on the basis of data defined by the International Financial Reporting Standards (IFRS)					
Admission requirements: positive completion of the mandatory courses referred to in § 7 (2-4) and § 7 (2-5), i.e. "Interventions in Organizations" and "Organizational Dynamics and Change" as well as one of the elective courses referred to in § 8 (1)					

5	Elective Course	Creativity, Innovation and Change	Course unit	SSt	ECTS credits
a	VU Innovation Processes Discussion of the theoretical foundations of designing, managing and maintaining innovation processes in enterprises and enterprise networks		VU	2	5
b	SE Design of Creative Processes In-depth consideration of methods and concepts used for designing creative processes in innovation networks that transcend organizational boundaries		SE	2	5
				4	10
Learning objectives: Students develop the competence to design innovation processes in enterprises and enterprise networks.					
Admission requirements: positive completion of the mandatory courses referred to in § 7 (2-4) and § 7 (2-5), i.e. "Interventions in Organizations" and "Organizational Dynamics and Change" as well as one of the elective courses referred to in § 8 (1)					

6	Elective Course	Strategic Management of Non-Profit Organizations	Course unit	SSt	ECTS credits
a	VU Managing Non-Profit Organizations Discussion of the special characteristics of managing non-profit organizations along with related case studies		VU	2	5
b	SE Strategic Management of Public Enterprises & Non-Profit Organizations Intensive work on specific issues involved in the strategic management of public enterprises and non-profit organizations		SE	2	5
				4	10
Learning objectives: Students develop the competence to understand specific issues involved in the strategic management of non-profit organizations and elaborate suitable solutions.					
Admission requirements: positive completion of the mandatory courses referred to in § 7 (2-4) and § 7 (2-5), i.e. "Interventions in Organizations" and "Organizational Dynamics and Change" as well as one of the elective courses referred to in § 8 (1)					

7	Elective Course	The Social and Organizational Context of Accounting	Course unit	SSt	ECTS credits
a	VO The Social and Organizational Context of Accounting Introduction to theories of accounting and accountability in their social and organizational contexts		VO	2	5
b	SE Reading Course on Accounting Theory Basic readings in accounting and accountability in their social and organizational contexts		SE	2	5
				4	10
Learning objectives: basic survey of accounting theory					
Admission requirements: positive completion of the mandatory courses referred to in § 7 (2-4) and § 7 (2-5), i.e. "Interventions in Organizations" and "Organizational Dynamics and Change" as well as one of the elective courses referred to in § 8 (1)					

§ 10 Master thesis

- (1) In the Master Program in Organization Studies, a master thesis must be written. The topic of the thesis must be directly related to one or more of the mandatory courses referred to in § 7 (1 and 2) or to the elective courses referred to in § 8 (1) or § 8 (2-1, 2-2 and 2-3).
- (2) The master thesis is a scientific piece of work.
- (3) By creating the master thesis, students must demonstrate that they are able – independently and in a limited period of time - to apply the theoretical and methodical instruments of the Master Program to a particular research question and to reflect on them.
- (4) Students have the right to propose the topic of the master thesis or to choose it from a number of proposals.
- (5) The master thesis is equivalent to a work load of 27.5 ECTS credits.
- (6) The topic and the supervisor of the master thesis may only be submitted on positive completion of all nine courses of the Master Program.
- (7) The master thesis must be submitted in printed and in electronic form.

- (8) After the positive completion of the master thesis, the course "Master Thesis Defense" referred to in § 7 (3) must be completed, which concludes the Master Program.
- (9) It is permissible for several students to work on one single master thesis topic together, as long as it is feasible to assess the performance of each individual student separately.

§ 11 Examination regulations

- (1) Student performance in courses, with the exception of the "Master Thesis Defense" referred to in § 7 (3), is assessed by one of the following methods:
 1. The final grade of courses consisting of a lecture and a course unit with continuing performance assessment consists of the grade of the course unit with continuing performance assessment and the grade of an overall exam that covers the content of all course units; positive completion of the course unit with continuing performance assessment is the pre-condition for admission to the overall exam;
 2. In courses consisting exclusively of course units with continuing performance assessment, the final grade consists of the grades of these course units.
- (2) The assessment of the course "Master Thesis Defense" referred to in § 7 (3), which concludes the Master Program, is based on an oral exam administered by individual examiners.
- (3) The examination method (written/oral/exam paper/s) for examinations in course units with continuing performance assessment is determined by the instructor of the course unit before the course unit starts.
- (4) Methods and types of overall exams:
 1. Overall exams of the mandatory courses referred to in § 7 (2-2 and 2-4) are written exams (maximum length: 90 minutes).
 2. The overall exam of the mandatory course referred to in § 7 (2-3) is an oral exam.
 3. Overall exams of the mandatory courses referred to in § 7 (1) and § 7 (2-5 and 2-6) and of the elective modules referred to in § 8 (1-1, 1-2, 1-3) and § 8 (2-1, 2-2, 2-3) are both written exams (maximum length: 90 minutes) and oral exams.

Admission to the oral exam requires a positive grade in the written exam. The grade of the written exam constitutes 75% of the final grade; the grade of the oral exam is 25% of the final grade.

If the oral exam is negative, only this exam has to be repeated.
- (5) The assessment of the following courses from other master programs is based on the examination regulations of the respective curriculum:
 1. the course "Financial Analysis" referred to in § 8 (2-4) is organized by the Master Program in Banking and Finance;
 2. the following courses are organized by the Master Program in Strategic Management
 - a) the course "Creativity, Innovation and Change" referred to in § 8 (2-5)
 - b) the course "Strategic Management for NPOs" referred to in § 8 (2-6);
 3. the course "The Social and Organizational Context of Accounting" referred to in § 8 (2-7) is organized by the Master Program in Accounting, Audition and Taxation.

§ 12 Academic degree

Graduates of the Master Program in Organization Studies are awarded the academic degree of "Master of Science", or "M.Sc.", in brief.

§ 13 Implementation

This curriculum comes into force on 1 October 2007.

For the Curriculum Committee:

Univ.-Prof. Dr. Albrecht Becker

For the Senate:

Univ.-Prof. Dr. Ivo Hajnal

APPENDIX: Recommended course of studies

