

**Note:**

The following curriculum is a consolidated version. It is legally non-binding and for information purposes only.

The legally binding versions are found in the University of Innsbruck Bulletin (in German).

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Complete version from 5 February 2018

**Curriculum for the Continuing Education Programme of  
Human Resource and Organizational Development  
at the University of Innsbruck**

**§ 1 Qualification Profile**

- (1) The continuing education programme of Human Resource and Organizational Development aims at human resources managers, executive staff, junior executive staff and persons with management positions, who already deal with designing individual and collective change and learning processes and want to further their knowledge.
- (2) Graduates are able to deal with research- and application-related problems of human resources and organizational development in businesses and other institutions by using theory-based approaches, develop alternative solutions, prepare well-based decisions in a responsible way, implement them and assess their consequences.
- (3) Graduates are able to pursue their job as human resources or organization developer as internal employees of a business or organization or as external advisers.
- (4) The continuing education programme is held in cooperation with Schloss Hofen Wissenschafts- und Weiterbildungs-Gesellschaft mbH in Lochau.

**§ 2 Scope and Duration**

- (1) The Continuing Education Programme of Human Resource and Organizational Development covers 66 ECTS-Credits.
- (2) The continuing education programme is a part-time study course and has a duration of three semesters.

**§ 3 Admission**

- (1) Admission to this continuing education programme requires a secondary school leaving certificate or a qualified professional training. Additionally several years of relevant professional experience are assumed.
- (2) Persons with a completed apprenticeship or a finished technical or vocational school education (BMS) have to give evidence of at least five years of relevant professional experience.
- (3) Persons having passed a secondary academic school or a technical or vocational college (AHS or BHS) have to give evidence of at least three years of relevant professional experience.

#### § 4 Admission Procedure

- (1) For being admitted to the continuing education programme, the applicants must successfully pass an admission process. The final decision on the admission to the course is made by the rectorate, based on a recommendation of the course director.
- (2) Information on the compulsory selection process is published on the website of the University of Innsbruck and the cooperation partner respectively. The maximum number of participants is to be set by the course director considering pedagogical and organizational aspects and in compliance with the cost budget.
- (3) Participants, who have been accepted and have paid their tuition fee, are admitted as non-degree students to the University of Innsbruck.

#### § 5 Types of Courses

- (1) Courses without continuous performance assessment:

Working groups (AG) serve to treat a topic in collective fashion, examining the theories methods and techniques of an area using group work.
- (2) Courses with continuous performance assessment:
  1. Introductory seminars (PS) introduce students interactively to scientific literature through the treatment of selected issues. They convey knowledge and methods of academic work.
  2. Practical courses (UE) focus on the practical treatment of concrete scientific tasks within an area.
  3. Seminars (SE) provide in-depth treatment of scientific topics through students' presentations and discussion thereof.
  4. Lectures with practical elements (VU) focus on the practical treatment of concrete scientific tasks that are discussed during the lecture parts of the course.

#### § 6 Compulsory and Elective Modules

- (1) The following compulsory modules covering 53.5 ECTS-Credits have to be passed:

<b>1.</b>	<b>Compulsory module: Management and Strategy</b>	<b>h</b>	<b>ECTS-Credits</b>
<b>a.</b>	<b>VU Management</b> Planning, deciding and developing – possibilities and limits of key management processes	1	2
<b>b.</b>	<b>VU Strategy and Marketing</b> Basic questions and approaches of strategic management and marketing	1	2
	<b>Total</b>	<b>2</b>	<b>4</b>
	<b>Objectives:</b> Building and increasing basic knowledge of management and strategy		
	<b>Prerequisites:</b> none		

2.	<b>Compulsory module: Leadership, Organization and Controlling</b>	<b>h</b>	<b>ECTS-Credits</b>
<b>a.</b>	<b>VU Leading and Being Led</b> Leadership processes and structures from the perspective of the leader, the lead and understanding their interaction	1	2
<b>b.</b>	<b>VU Processes, Controlling and Performance</b> Understanding and designing organization and preparing business decisions	1	2
	<b>Total</b>	<b>2</b>	<b>4</b>
	<b>Objectives:</b> Getting to know and furthering knowledge of basic concepts and perspectives of leadership; building and advancing basic knowledge of organizational structures and processes and the controlling thereof		
	<b>Prerequisites:</b> positive evaluation of the compulsory module acc to § 6 para.1 no.1		

3.	<b>Compulsory module: Conceptual Thinking</b>	<b>h</b>	<b>ECTS-Credits</b>
<b>a.</b>	<b>VU Scientific Working</b> Introduction to systematic, scientific dealing with problems	1	1
<b>b.</b>	<b>AG Discovering, Structuring, Writing</b> Developing research questions, structuring and writing of texts	1	1
	<b>Total</b>	<b>2</b>	<b>2</b>
	<b>Objectives:</b> Building of a basic knowledge of scientific working, especially in relation to the development of research questions and the structuring and writing of texts		
	<b>Prerequisites:</b> none		

4.	<b>Compulsory module: Introduction to Human Resource and Organizational Development</b>	<b>h</b>	<b>ECTS-Credits</b>
<b>a.</b>	<b>PS Introduction to Human Resource and Organizational Development</b> Basic understanding of HRD and OD	0.75	0.5
<b>b.</b>	<b>VU Developing of Persons and Teams (HRD)</b> Understanding, concepts, instruments	1.25	2
<b>c.</b>	<b>VU Introducing Changes Successfully (OD)</b> Understanding, concepts, instruments	2	3
	<b>Total</b>	<b>4</b>	<b>5.5</b>
	<b>Objectives:</b> Building of a reflected understanding for individual, social and organizational development processes; understanding the specific value of human resource and organizational development; reflection on one's own experiences and one's role as player in this context		
	<b>Prerequisites:</b> none		

5.	<b>Compulsory module: Communication and Leadership</b>	<b>h</b>	<b>ECTS-Credits</b>
<b>a.</b>	<b>VU Communication in Change Processes</b> Strategies and forms of communication	2	2.5
<b>b.</b>	<b>VU Leadership in Complex Systems</b> Possibilities and limits of leadership in organizations	1.5	2
	<b>Total</b>	<b>3.5</b>	<b>4.5</b>
	<b>Objectives:</b> Ability to observe and manage the complexity of communication processes in the context of change processes; getting to know and assessing different forms of communication and their effectiveness; knowledge on leadership in organizations and intervening adequately as advisor based on this knowledge; ability to use different leadership and management behaviors and to reflect on them		
	<b>Prerequisites:</b> positive completion of the compulsory module acc. to § 6 para.1 no. 4		

6.	<b>Compulsory module: Human Resource Development – Advanced Course</b>	<b>h</b>	<b>ECTS-Credits</b>
<b>a.</b>	<b>VU HR Development Instruments and Programs</b> Understanding, possible application, critical reflection	2	3
<b>b.</b>	<b>PS Development Center</b> In-depth study and testing of a HR Development instrument	1	1.5
<b>c.</b>	<b>SE Advising Executive Staff and Employees</b> Identifying demand and needs and finding adequate HR-solutions	1	2
	<b>Total</b>	<b>4</b>	<b>6.5</b>
	<b>Objectives:</b> Dealing with learning and development; getting to know and testing of different HR development instruments; ability to advise executive staff and employees within the scope of HR development		
	<b>Prerequisites:</b> positive completion of the compulsory module acc. to § 6 para.1 no. 4		

7.	<b>Compulsory module: Organizational Development – Advanced Course</b>	<b>h</b>	<b>ECTS-Credits</b>
<b>a.</b>	<b>VU Planning and Implementing Change Processes</b> Understanding, approaches, suitable use of methods and success evaluation	2	2.5
<b>b.</b>	<b>PS Projects as Form of Organization</b> Project management and teams in an organization	2	2.5
<b>c.</b>	<b>SE Workshop-Design</b> Planning, situation-adequate intervention, evaluation	2	3
	<b>Total</b>	<b>6</b>	<b>8</b>
	<b>Objectives:</b> Planning and managing change processes; reflection on the interplay of leadership and advising in change processes; designing and presenting workshops as instrument of organizational development; understanding and applying of project structures as organizational form		

	<b>Prerequisites:</b> positive completion of the compulsory module acc. to § 6 para.1 no. 4
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8.	Compulsory module: Strategic Development and Organizational Learning	h	ECTS-Credits
a.	<b>SE Organizational Learning in Theory and Practice</b> Basic understanding, application and methods	2	3
b.	<b>SE Integrative Strategy Development</b> Strategy development and strategic positioning	2	3
	<b>Total</b>	<b>4</b>	<b>6</b>
	<b>Objectives:</b> Getting to know models and principles of organizational learning; developing of a deeper understanding of complex organizational forms and the possibilities to manage them; building of a well-based understanding of strategic development and getting to know the methods of strategic development		
	<b>Prerequisites:</b> positive completion of the compulsory module acc. to § 6 para.1 no. 4		

9.	Compulsory module: Self-Awareness	h	ECTS-Credits
a.	<b>UE Self-Awareness (I)</b> Diagnosis and reflection upon one's own role and personality	2.5	2
b.	<b>UE Self-Awareness (II)</b> Conflict Diagnosis and Advice	2	2
c.	<b>UE Self-Awareness (III)</b> Diagnosis and reflection upon one's own leadership behavior	2	2
	<b>Total</b>	<b>6.5</b>	<b>6</b>
	<b>Objectives:</b> Experiencing and reflection on one's own role behavior in different group situations, as well as the behavior of other group members therein; understanding and categorizing developmental processes in groups based on group-dynamic theories and models; dealing with and further development of one's own conflict behavior; further development of one's own leadership behavior		
	<b>Prerequisites:</b> positive completion of the compulsory module acc. to § 6 para.1 no. 4		

10.	Compulsory module: Supervision	h	ECTS-Credits
a.	<b>UE Supervision for Self-Managing Learning Groups (I)</b> Structured reflection on individual and reflective learning processes	1	1
b.	<b>UE Supervision for Self-Managing Learning Groups (II)</b> Structured reflection on individual and reflective learning processes	1	1
c.	<b>UE Supervision for Self-Managing Learning Groups (III)</b> Structured reflection on individual and reflective learning processes	1	1
	<b>Total</b>	<b>3</b>	<b>3</b>

	<b>Objectives:</b> Preservation and promotion of the capacity to act and the self-management of the respective peer group; recognizing and understanding possible crisis in a learning group and further development of the ability to intervene in groups; analysis of one's own learning experiences and progresses; recognizing of type of transfer and possible utilization for the group
	<b>Prerequisites:</b> none

11.	Compulsory module: Support and Coaching for the Final Thesis	h	ECTS-Credits
a.	<b>PS Scientific Working: Developing, Structuring and Evaluating Ideas</b> Discussion of problems and targets for final theses; developing of a logical structure for a final thesis	0.5	1
b.	<b>AG Coaching for the Final Thesis</b> Reflection on problems within the scope of writing the final thesis	0.5	1.5
c.	<b>AG Reflection and Evaluation</b> Review and feedback	0.5	0.5
	<b>Total</b>	<b>1.5</b>	<b>3</b>
	<b>Objectives:</b> Ability to develop an exposé (problem statement, targets, approach including methods) based on a complex problem; ability to find a suitable solution for a complex marketing problem and to back it by using the approaches and tools learned in the modules		
	<b>Prerequisites:</b> positive completion of the compulsory module acc. to § 6 para.1 no. 1 - 4		

12.	Compulsory module: Final Thesis Defense	h	ECTS-Credits
	Presentation of the Final Thesis and oral defense of the Final Thesis		1
	<b>Total</b>		<b>1</b>
	<b>Objectives:</b> Reflection of the scientific paper in the overall context of the continuing education programme		
	<b>Prerequisites:</b> positive completion of the final thesis		

(2) Elective modules covering 2.5 ECTS-Credits have to be passed:

1.	Elective Module: Systemic Constellations	h	ECTS-Credits
	<b>UE Systemic Constellations</b> Complexity and dynamics of systems	2	2.5
	<b>Total</b>	<b>2</b>	<b>2.5</b>
	<b>Objectives:</b> Getting to know the possibilities and limits of the system constellations method; experiencing and reflecting on system constellations		
	<b>Prerequisites:</b> positive completion of the compulsory module acc. to § 6 para.1 no. 4 - 5		

2.	<b>Elective Module: Organization Laboratory</b>	<b>h</b>	<b>ECTS-Credits</b>
	<b>UE Organization Laboratory</b> Experiencing, understanding and reflecting on organization and organizing	2	2.5
	<b>Total</b>	<b>2</b>	<b>2.5</b>
	<b>Objectives:</b> Getting to know the organization process as vivid social system; reflection on and understanding of the dynamics of designing, developing and managing organizations		
	<b>Prerequisites:</b> positive completion of the compulsory module acc. to § 6 para.1 no. 4 - 5		

## § 7 Final Thesis

- (1) For the continuing education programme a final thesis on a theme of the area of human resource and organizational development must be written.
- (2) Students are entitled to suggest the theme for their final thesis or to select it from a number of suggestions.
- (3) The final thesis corresponds to 10 ECTS-Credits.
- (4) Participants have to file a request at the course director's for an available course lecturer as supervisor as well as for the theme. The request is deemed accepted if the course director expressly accepts it or does not veto it within a month.
- (5) For submitting the final thesis to the course director all compulsory and elective modules must have been positively evaluated.
- (6) The final thesis is evaluated by the supervisor.

## § 8 Examination Regulations

- (1) Modules, with the exception of the module acc. to §6 para. 1 no. 12 are assessed by course examinations. Course examinations are
  1. examinations that assess the knowledge and skills covered in an individual course, in which course assessment is based on a single examination at the end of the course.
  2. courses with continuous performance assessment, where the performance of the students is evaluated by regular written and/or oral contributions.
- (2) The course lecturers must specify and announce the aims, contents and methods of their course, as well as the contents, methods and evaluation criteria used for the course examination in a suitable fashion at the start of the semester.
- (3) The assessment of the module according to § 6 para. 1 No. 12 shall take place in form of an oral examination in front of an examination board of three examiners.
- (4) Module examinations are examinations that assess the knowledge and skills acquired in a module. A module is completed by the positive evaluation of all parts of the respective module examination.

## § 9 Academic Title

Having received positive evaluation for all required examinations and the final thesis, graduates of the continuing education programme are awarded the title of "Akademische Personal- und Organisationsentwicklerin" resp. "Akademischer Personal- und Organisationsentwickler".

**§ 10 Coming into Force**

- (1) This curriculum comes into force one month after its announcement.
- (2) The change of the curriculum in the version of the University of Innsbruck Bulletin of 5 February 2018, Issue 11, No. 181 comes into force one month after its announcement and are to be applied to all students.

For the Curriculum Committee:

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