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**HOCHSCHULE OSNABRÜCK**

UNIVERSITY OF APPLIED SCIENCES

**Study Regulations  
for the Master program in  
Management in Nonprofit-Organisations**

*Amended version*

*Adopted by the Faculty Council of the Faculty of Business Management and Social Sciences on December 6, 2023, approved by the University Steering Committee on January 11, 2024, published on January 17, 2024 with effect from September 1, 2024*

**Section 1  
Reference to Other Regulations**

<sup>1</sup>These Study Regulations contain the essential binding provisions for the regular study of the international degree program in Management in Nonprofit-Organisations in conjunction with the Program-Specific Examination Regulations for this degree program and the General Examination Regulations of Osnabrück University of Applied Sciences. <sup>2</sup>They define the binding structure and content of the study program, and especially the module titles, the semester in which each module should be taken, the number of graded exams, the types of exam available for selection, and the credit points earned.

**Section 2  
Type and Scope of Exams**

The type and number of graded and ungraded exams and the associated examination requirements are set forth in the Appendix.

**Section 3  
Transitional Arrangement**

<sup>1</sup>Students who enroll by the summer semester 2024 can graduate by the end of the summer semester 2027 under the previous Examination and Study Regulations. <sup>2</sup>Students may switch to these Examination and Study Regulations on request, although graded exams will only be offered successively from the winter semester 2024/2025 according to the program schedule. <sup>3</sup>The request must be submitted in writing to the Office of the University Registrar at least one month before the end of the semester for the following semester. <sup>4</sup>At the end of the transitional period, students will be automatically transferred to these Examination and Study Regulations. <sup>5</sup>Students who are enrolled in an advanced semester according to section 6 of the Lower Saxony University Admissions Act (*Niedersächsisches Hochschulzulassungsgesetz – NHZG*) are subject to the Study and Examination Regulations that apply to students who are in this semester according to the regular program schedule of the standard period of study and who have not exercised their right to request a switch.

**Section 4  
Entry into Force**

<sup>1</sup>These regulations shall enter into force after their publication in the Official Gazette of Osnabrück University of Applied Sciences with effect from the winter semester 2024/2025. <sup>2</sup>The Study Regulations

of March 24, 2021 will no longer apply to Management in Nonprofit-Organisations at the end of the transitional period.

## Appendix

### Program schedule for the Master program in Management in Nonprofit-Organisations

| Module  | Semester / hours per week per semester |     |     |     |                     | Credit points | Type of exam                            |                      |
|---|--|-----|-----|-----|---------------------|---------------|---|----------------------|
|   | 1st                                    | 2nd | 3rd | 4th | Hrs/wk per semester |               | PL <sup>1</sup>                         | unb. PL <sup>1</sup> |
| Leadership and Reflection in an Intercultural Context   | X                                      |     |     |     | 2                   | 5             |   | RT/<br>PSC/<br>PMU   |
| Process-, Quality- and Project-management   | X                                      |     |     |     | 3                   | 5             | R/K2/HA                                 |                      |
| Organisation and Leadership for the Nonprofit-Sector  | X                                      |     |     |     | 3                   | 5             | HA/R/<br>PSC                            |                      |
| Human Resource and Volunteer Management for the Nonprofit-Sector  | X                                      |     |     |     | 3                   | 5             | HA/R/K2                                 |                      |
| Specialisation 1 = Theories of the Third Sector – Management Theories, Civil Society and Governance (Module 1)  | X                                      |     |     |     | 3                   | 5             | HA/K2/<br>PFP <sup>8</sup>              |                      |
| Specialisation 2 <sup>2</sup> = Module 1  | X                                      |     |     |     | See table           | 5             | Dependin<br>g on<br>choice of<br>module |                      |
| Ethics for Nonprofit-Organisations  |  | X   |     |     | 3                   | 5             | PFP <sup>6</sup> /<br>HA/K2             |                      |
| Marketing and Public Relations  |  | X   |     |     | 3                   | 5             | PFP <sup>5</sup> /HA/<br>K2             |                      |
| Financial Management and Controlling in Nonprofit-Organisations   |  | X   |     |     | 3                   | 5             | K2/R/HA                                 |                      |
| <u>Elective Modules:</u>  |  |     |     |     |                     |               |   |                      |
| Future Concepts for the Nonprofit-Sector – a practical project <sup>9</sup><br>or<br>Future Concepts for the Nonprofit-Sector – an international project <sup>9</sup>   |  | X   |     |     | 2 SWS               | 5             |   | PSC/<br>PMU/<br>PME  |
| Specialisation 1 = Spheres of Activities of Nonprofit-Organisations   |  | X   |     |     | 3                   | 5             |   | PR/R                 |
| Specialisation 2 <sup>2</sup> = Module 2  |  | X   |     |     | See table           | 5             | Dependin<br>g on<br>choice of<br>module |                      |
| Law for Nonprofit-Organisations <sup>4</sup>  |  |     | X   |     | 3                   | 5             | K2/PR/<br>HA                            |                      |
| Fundraising <sup>4</sup>  |  |     | X   |     | 3                   | 5             | HA/K2/R                                 |                      |
| Scientific Methods and Research for the Nonprofit-Sector <sup>4</sup>   |  |     | X   |     | 2                   | 5             |   | PR/R/<br>RT          |
| Monitoring, Evaluation and Social Impact <sup>4</sup>   |  |     | X   |     | 2                   | 5             | HA/<br>PFP <sup>7</sup> /<br>K2         |                      |
| Specialisation 1 <sup>4</sup> =<br>a) <i>Interdisziplinäre Denkwerkstatt – Soziale Innovationen</i><br>b) Interdisciplinary Think Tank – Social Innovations<br>c) <i>Interdisziplinäre Denkwerkstatt – Lobbying und Interessensvertretung</i><br>d) Interdisciplinary Think Tank – Advocacy |  |     |     | X   | 2 SWS               | 5             |   | PSC/<br>PMU/<br>PBS  |

|   |  |  |   |   |                |     |                               |  |
|---|--|--|---|---|----------------|-----|-------------------------------|--|
| Specialisation 2 <sup>2</sup> = Module 3 <sup>4</sup> |  |  | X |   | See table      | 5   | Depending on choice of module |  |
| Master Module <sup>10</sup>                           |  |  |   | X | - <sup>3</sup> | 30  | SAA & Kolloquium              |  |
| Total   |  |  |   |   |                | 120 |                               |  |

**Note:** Exam attempts started in one language must be taken in the same language in the retake exam.

**Explanation:**

- 1) The examiner chooses one competency-based graded exam.
- 2) Students may choose Specialisation 2, which is described in detail on the following pages. Specialisation 2 “Development Cooperation” is mandatory for DAAD scholarship holders of the Helmut Schmidt Programme (formerly the: “Public Policy and Good Governance Programme” (PPGG)).
- 3) The number of hours per week per semester (SWS) is determined for the supervision of each student.
- 4) For exams taken abroad, the program director may recognise cross-module credit for the designated modules.
- 5) The portfolio exam in the Marketing and Public Relations module is worth 100 points and consists of a report (R) and a written assignment (HA). The written assignment is weighted with 30 points and the report with 70 points.
- 6) The portfolio exam in the Ethics for Nonprofit-Organisations module is worth 100 points and consists of a presentation (PR) and a written work sample (APS). The presentation and the written work sample (APS) are weighted with 50 points each.
- 7) The portfolio exam in the Monitoring, Evaluation and Social Impact module is worth 100 points and consists of a one-hour written exam (K1) and a written project report (PSC). The one-hour written exam and the written project report are weighted with 50 points each.
- 8) The portfolio exam in the Theories of the Third Sector – Management Theories, Civil Society and Governance module is worth a total of 100 points and consists of a presentation (PR) and a one-hour written exam (K1). The PR is weighted with 40 points and the K1 with 60 points.
- 9) The “Future Concepts for the Nonprofit-Sector – a practical project” and the “Future Concepts for the Nonprofit-Sector – an international project” are offered in parallel, with 2 SWS each. Students may choose between these two courses.
- 10) The details of the Master module are defined in the module description.

|                  |                             |
|------------------|-----------------------------|
| APM              | Work sample, media          |
| APS              | Work sample, written        |
| FSS              | Case study, written         |
| HA               | Written assignment          |
| K1               | 1-hour written exam         |
| K2               | 2-hour written exam         |
| M                | Oral exam                   |
| PFP              | Portfolio exam              |
| PME              | Project report, media       |
| PMU              | Project report, oral        |
| PR               | Presentation                |
| PL               | Graded exam                 |
| PSC              | Project report, written     |
| R                | Report                      |
| RT               | Regular attendance          |
| SAA & Kolloquium | Final thesis and colloquium |
| Unb. PL          | Ungraded exam               |

## Specialisations offered for the Master program in Management in Nonprofit-Organisations

Note:

Completion of Specialisation 1 “Spheres of Activities of Nonprofit-Organisations” is mandatory:

| Specialisation 1  | Module 1   | Module 2   | Module 3   |
|---|--|--|--|
| <b>Spheres of Activities of Nonprofit-Organisations</b> | Theories of the Third Sector – Management Theories, Civil Society and Governance | Spheres of Activities of Nonprofit-Organisations | a) <i>Interdisziplinäre Denkwerkstatt – Soziale Innovationen</i><br>b) Interdisciplinary Think Tank – Social Innovations<br>c) <i>Interdisziplinäre Denkwerkstatt – Lobbying und Interessensvertretung</i><br>d) Interdisciplinary Think Tank – Advocacy |
| Types of exam (SWS)                                     | HA/K2/PFP <sup>10</sup> (3 SWS)  | unb. PL: PR/R (3 SWS)                            | PMU/PSC/PBS (2 SWS each)   |

Choice of Specialisation 2 according to the program schedule. There can be no guarantee that *all* modules will be offered every semester.

| Specialisation 2                               | Module 1  | Module 2   | Module 3  |
|--|---|--|---|
| <b>Development Cooperation<sup>1</sup></b>     | Theory and History of International Relations / International Law             | Development Economics                                    | Public Policy and Governance  |
| Types of exam (SWS)                            | PR/HA/R (4 SWS)   | HA/R/PFP <sup>11</sup> (3 SWS)                           | HA/PR/PFP <sup>12</sup> (3 SWS)   |
| <b>Change Management</b>                       | Business Model Analysis and Transformation                                    | Leadership and Innovation                                | a) Mergers, Reorganisation and Development<br>b) Industrial and Organisational Transformation (English) |
| Types of exam (SWS)                            | HA/K2/PFP <sup>2</sup> (3 SWS)  | HA/K2/PFP <sup>3</sup> (3 SWS)                           | a) HA/K2/PFP <sup>4</sup> (3 SWS)<br>b) HA/K2/PFP <sup>5</sup> (3 SWS)                                  |
| <b>Human Resources Management</b>              | Current Ambiguities in the World of Work                                      | Human Resources Development and Career Management        | Concept Development and Case Studies in Human Resources Management                                      |
| Types of exam (SWS)                            | HA/K2/PFP <sup>7</sup> (3 SWS)  | HA/K2/PFP <sup>9</sup> (3 SWS)                           | HA/FSS/PFP <sup>6</sup> (3 SWS)   |
| <b>Local Education Management and Planning</b> | (Inclusive) Education and Social Participation from a Small-Scale Perspective | Community Participation and Inclusive Social Development | Local Education Management and Integrated Concepts of Educational Planning                              |
| Types of exam (SWS)                            | HA/R (3 SWS)  | HA/R (3 SWS)   | HA/R/PFP <sup>8</sup> (3 SWS)   |

**Note:** Exam attempts started in one language must be taken in the same language in the retake exam.

**Explanation:**

<sup>1)</sup> Mandatory for DAAD scholarship holders within the Helmut-Schmidt-Programme.

- 2) The portfolio exam in the “Business Model Analysis and Transformation” module is worth 100 points and consists of a one-hour written exam (K1) and a written assignment (HA). The one-hour written exam and the written assignment are weighted with 50 points each.
- 3) The portfolio exam in the “Leadership and Innovation” module is worth a total of 100 points and consists of a report and a final written exam (K1). The report is weighted with 30 points and the written exam (K1) with 70 points.
- 4) The portfolio exam in the “Mergers, Reorganisation and Development” module is worth a total of 100 points and consists of a report and a final written exam (K1). The report and the written exam (K1) are weighted with 50 points each.
- 5) The portfolio exam in the “Industrial and Organisational Transformation” module is worth a total of 100 points and consists of a written case study (FSS) and a report (R). The FSS and the R are weighted with 50 points each.
- 6) The portfolio exam in the “Concept Development and Case Studies in Human Resources Management” module is worth a total of 100 points and consists of a media work sample (APM) and a written case study (FSS). The APM is weighted with 30 points and the FSS with 70 points.
- 7) The portfolio exam in the Current Ambiguities in the World of Work module is worth a total of 100 points and consists of a media project report (PME) and a written assignment (HA). The PME is weighted with 60 points and the HA with 40 points.
- 8) The portfolio exam in the Local Education Management and Integrated Concepts of Educational Planning module is worth a total of 100 points and consists of a presentation (PR) and a written assignment (HA). Each exam part is weighted with 50 points (50 percent).
- 9) The portfolio exam in the “Human Resources Development and Career Management” module is worth a total of 100 points and consists of a one-hour written exam (K1) and a written assignment (HA). The one-hour written exam and the written assignment are weighted with 50 points each.
- 10) The portfolio exam in the “Theory and History of International Relations / International Law” module is worth a total of 100 points and consists of a presentation (PR) and a written exam (K1). The PR is weighted with 40 points and the K1 with 60 points.
- 11) The portfolio exam in the “Development Economics” module is worth a total of 100 points and consists of a presentation (PR) and a written exam (K1). The PR is weighted with 40 points and the K1 with 60 points.
- 12) The portfolio exam in the “Public Policy and Governance” module is worth a total of 100 points and consists of a presentation (PR) and a one-hour written exam (K1). The PR is weighted with 40 points and the K1 with 60 points.