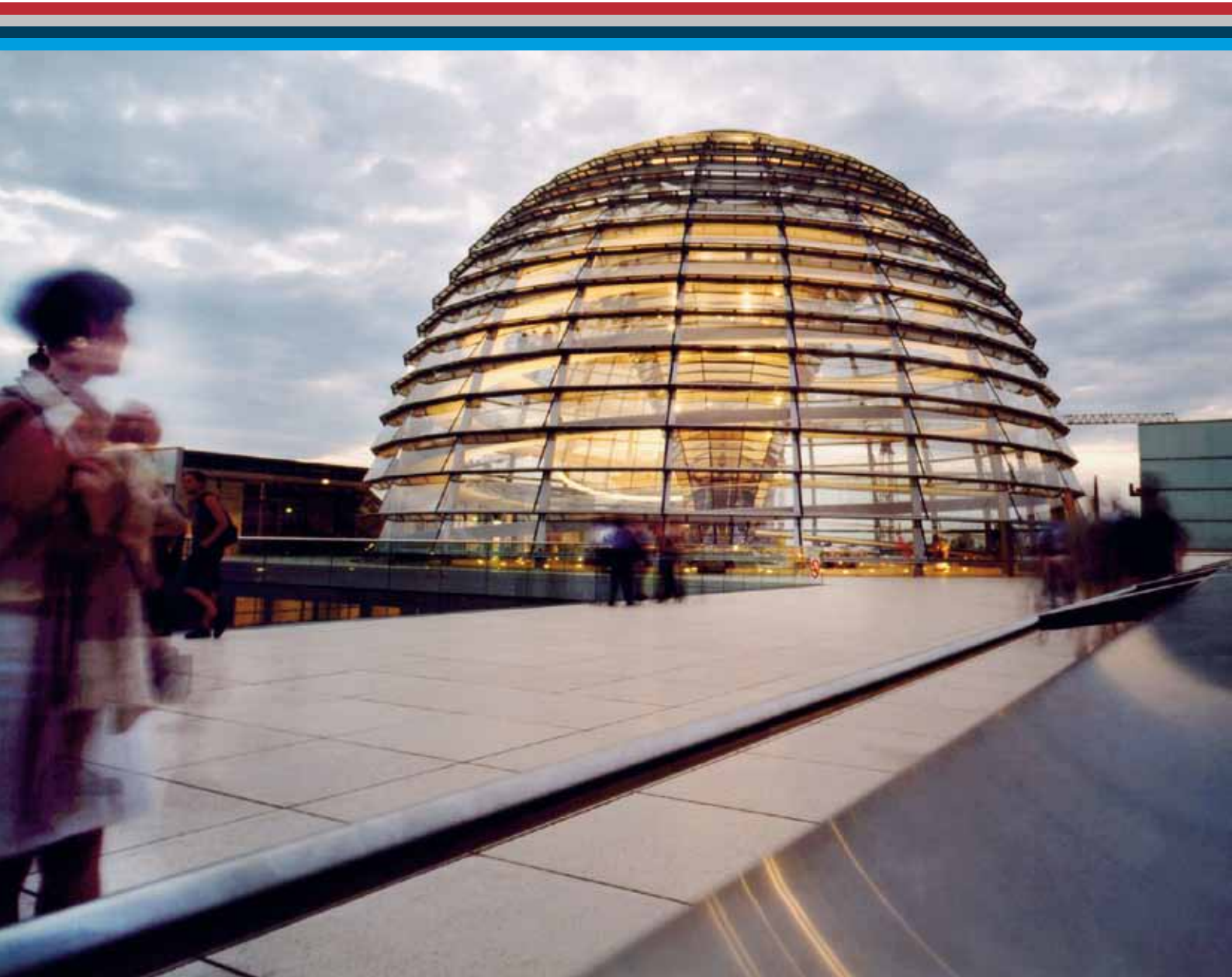




## Executive Master of Public Management

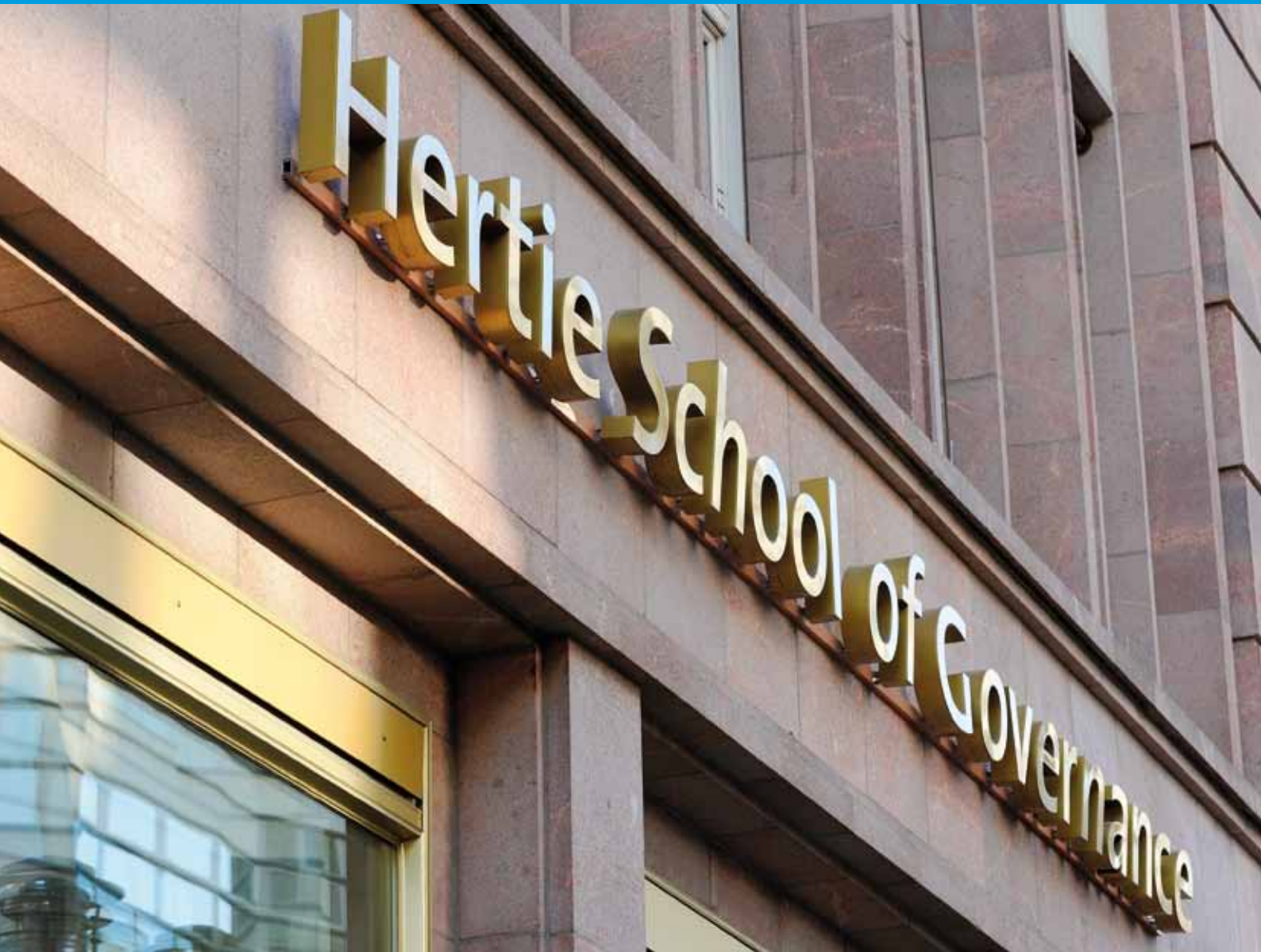




# Contents



- 5 Welcome
- 6 The EMPM Programme
- 8 Questions for the Programme Director
- 10 Flexibility for Professionals
- 11 Curriculum and Modules
- 16 Professors and Practitioners
- 20 Studying in Berlin
- 21 Admission Requirements and Applying
- 22 The Hertie School of Governance
- 24 EMPM Partners
- 26 Contact Us
- 27 The Hertie Foundation
- 27 Imprint



Hertie School of Governance

## Welcome



The Hertie School of Governance's Executive Master of Public Management (EMPM) is now in its fourth year. The programme is aimed at experienced professionals from the public sector, international organisations, business, and civil society organisations, providing them with the knowledge and skills needed in leadership positions. The EMPM is taught by an international faculty who offer analytically challenging and practice-oriented courses in the areas of governance, policy analysis, management, and leadership. The programme fosters intellectual growth in a professional, research-intensive environment characterised by public debate and engagement.

Teaching at the School follows the Hertie Approach. Its three "I"s (interdisciplinary, intersectoral, international) form the bedrock of the School's self-understanding and mission. The Hertie School continually strives to convey a deep-seated understanding of the ethical and moral basis of leadership, public trust, and social responsibility. The EMPM is jointly offered with the University of Potsdam and is kindly supported by KPMG in the form of an endowed professorship. Partnerships and exchange programmes with Copenhagen Business School, ESCP Europe, and University of Bern, underline the internationality of the programme.

I invite you to apply, and I look forward to welcoming you to our community.

A handwritten signature in blue ink, appearing to read 'HKA', written in a cursive style.

Prof. Helmut K. Anheier, PhD  
Dean of the Hertie School of Governance

## The EMPM Programme

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### Giving leaders a broader perspective

Too often, leaders in government, business, and civil society have a thorough understanding of their own fields, but lack the experience and conceptual knowledge needed to effectively manage projects, budgets, teams, or changes in general. Moreover, in times of growing internationalisation and Europeanisation, managers need to have cross-sectoral management skills and the ability to shape and actively control complex decision-making processes. The EMPM programme aims to help participants better understand these overall trends while equipping them to master the individual challenges they face in their professional environment.

### Expanding skills and increasing understanding

The EMPM provides essential qualifications needed for public sector modernisation by conveying both management and leadership competencies. Participants develop the skills needed to motivate their staff, design and improve management systems, increase both individual and organisational performance, initiate strategic developments, and promote organisational change and innovation. At the same time, the programme improves understanding of the policy process and focuses on governance models that innovatively tackle cross-sectoral issues in the context of the growing geographic complexity of certain policy areas. Participants learn to assess policy scenarios and to apply appropriate analytical methods for mastering them.

### Combining concepts and practical application

The programme's unique approach is rooted in two principles: interdisciplinarity and practical application. The EMPM combines economics and social sciences to further students' understanding of complex governance challenges and management solutions. The participants analyse international case studies and discuss these examples against the background of their own work experience. Moreover, experts from the public and private sectors regularly report on current issues and discuss them with students.

### Calling experienced professionals

The programme is designed for experienced professionals who would like to improve and broaden their qualifications and networks. Lawyers, economists, and social scientists, as well as alumni from other disciplines obtain management skills, thereby complementing the degrees they already hold. The wide range of courses conveys core management knowledge while allowing participants to delve more deeply into the specific requirements of their own professional fields.

“In this programme, uniquely qualified (young) leaders learn the skills required in modern administration in addition to their respective professional expertise: modern management and strategic management, international decision-making processes, EU governance, and also leadership skills.”

Dr. Wolfgang Schäuble, German Federal Minister of Finance

#### Grounded on a strong partnership

The EMPM is an accredited programme and a joint degree of the Hertie School of Governance and the University of Potsdam. The EMPM is implemented under the administrative lead of the Hertie School,

with all courses taking place at the Friedrichstrasse campus in the heart of Berlin. The accounting and advisory firm KPMG supports the programme through an endowed professorship.



#### Markus Städler – Germany

As a Senior Desk Officer in the Federal Ministry of the Interior, Markus Städler often deals with challenging issues in multi-player, multi-layer negotiation environments, such as the allocation of tasks between federal, state, and local authorities or the drafting of a national eGovernment strategy: “All of the involved players want to defend their realms of responsibility. On the other hand, cooperation and shared governance are becoming more and more valuable in order to meet the challenges of the future. The EMPM programme at the Hertie School provides me with new theoretical concepts and insights, helping me to make successful cooperation more likely. But the most valuable part is the theoretical guided exchange with my colleagues from different countries and with different backgrounds. We often face the same problems, but have different cultures and experiences to tackle them. We interact and share experiences on an amazing and enlightening high level.”



## Questions for the Programme Director Prof. Dr. Gerhard Hammerschmid



### What are the challenges facing the public sector today?

Government, business, and NGOs face similar challenges and increasingly rely on cooperation with each other. Issues such as the financial and economic crisis, budget consolidation, demographic change, global warming or the role of education in international competition reinforce this trend. This places new demands on management in the public sector, as well as on those responsible for interaction between the sectors. Improving strategic capabilities and reshaping administration at the European, national, and local levels with the objective of improving public sector performance is essential. We need leaders who understand management, - both in the public and the private sectors - who are able to establish cooperative arrangements beyond sectoral boundaries, and who are willing to contribute to shaping and implementing societal change. Traditional legal, technical, or business training is no longer capable of meeting these demands.

### How does the EMPM programme address these challenges?

The EMPM is Germany's first internationally oriented programme that offers the expertise and skills required for successful public management: under-

standing current challenges and public management trends in an international context, strengthening management capacity based on strategic priorities, successfully managing and motivating teams, running projects involving different sectors and government departments, making use of financial management and performance management systems, and much, much more. The programme is designed to expand the knowledge and skills of professionals who seek to enhance their public service careers or to advance to a leadership position in an organisation with strong links to the public sector. It focuses on current leadership challenges and combines expertise in public administration with public policy knowledge, as well as management tools.

### What can participants expect from the programme?

The programme's approach is interdisciplinary, interactive and international. Participants benefit from the input of top academics and practitioners by dissecting case studies, working in groups, considering decision-making situations from different perspectives, in addition to the constant exchange and pooling of experience between participants and lecturers. Every student is assigned a faculty member as a personal advisor, while workplace-related assignments enable students to combine work and study in an ideal way.

## Flexibility for Professionals

### Studying full- or part-time

One of the major advantages of the EMPM programme is its flexibility. Participants can choose to study full-time and complete the programme in one year, or part-time over two years if they wish to continue working during their studies. It is also possible to switch from the one-year to the two-year programme and vice versa should professional or personal circumstances make the other option more attractive.

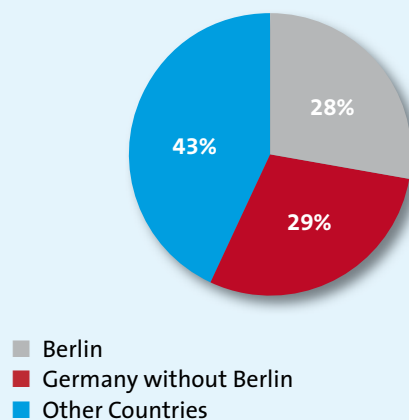
### 46 days of attendance

All EMPM courses take place in blocks of two or three days each. The EMPM programme requires 46 days of attendance in total, regardless of whether you choose to study full- or part-time. Some of the blocks fall partially on weekends, which means that employers only have to grant about 20 days of leave per year. All courses are held between September and the following June.

### Feasible from anywhere in Europe and beyond

Our course system of compact seminars enables professionals who live outside of Berlin or even outside of Germany to accommodate all required courses into their busy schedules. Past participants have commuted to Berlin from Brussels, Rome, Warsaw, and even Jerusalem.

Places of Residence of the participants



Students can prepare for seminars and complete their coursework anytime from anywhere. Our E-Learning system allows all students to download the course literature several weeks before the start of the seminar. Likewise, course assignments are submitted online within two months after the seminar. This system grants participants the freedom to integrate their coursework alongside professional and family commitments as best suits their individual needs.

## Curriculum and Modules

The EMPM programme consists of six modules. The compulsory part of the master programme, the core curriculum, is composed of two modules: "Understanding Governance" and "Management: Concepts, Instruments and Finances". In the advanced curriculum, participants choose their Area of Concentration and attend two additional courses. The Professional Development module provides participants with practical training in areas such as presentation, teambuilding, speech writing, project management and negotiation (skills courses).

Furthermore, participants gain in-depth insight into various challenges of public management by visiting key institutions of Danish public administration (Workshop in Copenhagen) or the European Union (Brussels Workshop). Last but not least, participants complete their studies with the Master's Thesis which is usually written in cooperation with an institutional partner. In each module participants receive credits in accordance with the European Credit Transfer and Accumulation System (60 ECTS credits in total).



### Bartłomiej Osieka – Poland

Combining PhD studies with the challenging EMPM programme – not to mention travelling back and forth between Berlin and Poland regularly – surely can't be simple. However, Bartek Osieka remains quite relaxed about the whole matter: "Oh, it's not that far, just 600 kilometres! There are students here who travel from Israel, Kiev... But it's worth it. We are provided with cutting-edge knowledge from all over the world, and we meet the professors who write the papers that matter. Which means we have access to the best knowledge around. We can discuss it with other students who live and work in different surroundings: people from different countries, different organisations – NGOs, consulting, public administration... And that's very interesting, also for my work at Ernst & Young."

## Modules

EMPM	<b>Understanding Governance</b> <ul style="list-style-type: none"> <li>▪ Introductory course: From Government to Governance</li> <li>▪ Actors, Institutions, Policies</li> <li>▪ Governance and Decision-Making in and between Public Institutions</li> <li>▪ Understanding Organisations</li> <li>▪ European Union Governance</li> </ul>	ECTS  13	Attendance (in days)  14
	<b>Management: Concepts, Instruments, and Finances</b> <ul style="list-style-type: none"> <li>▪ Strategic and Performance Management</li> <li>▪ Human Resource Management</li> <li>▪ Fiscal Rules and Budgeting / Accounting and Management Control</li> </ul>	9	9
	<b>Areas of Concentration &amp; Complement</b>  Three areas: <ul style="list-style-type: none"> <li>I. Leadership and Management</li> <li>II. Financial Management and Methods</li> <li>III. Intersectoral Management</li> </ul> } Electives	15	15
	<b>Professional Development</b> <ul style="list-style-type: none"> <li>▪ Skills Courses</li> <li>▪ 4-day intensive workshop in either Brussels or Copenhagen</li> </ul>	7	8
	<b>Master's Thesis</b> <ul style="list-style-type: none"> <li>▪ Master's Thesis Colloquium (recommended)</li> <li>▪ Thesis</li> </ul>	16	
		60	46

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### Understanding Governance

In this module, participants learn about traditional and current governance challenges. The different kinds of actors operating in intersectoral networks are analysed, as well as the impact this phenomenon has on modern policy-making. Governance is analysed from an international and intersectoral perspective, with a focus on the interaction between various institutions from the same sector, while just as much attention is given to the intra-organisational aspect. Decision-making rationality, the interplay between principals and agents, institutional design and capacity are central concepts, as are public-private partnerships, policy networks, regulatory regimes, and organisational behaviour. At the same time, almost all states on the European continent are embedded in networks of European institutions. Understanding and shaping governance is impossible without a solid understanding of these institutions, their functions and deficiencies; how they constrain or enable opportunities for enterprises, social groups and state actors.

### Management: Concepts, Instruments and Finances

In this module, participants learn to critically analyse and address various dimensions of management. They are provided with an overview of the key concepts and underlying theories of strategic management, performance management, and human resource management. The practicability and the pitfalls of central tools in public sector organisations in general and in the continental European administrative tradition in particular are discussed. Participants also learn to assess and design measures and instruments necessary for long-term success. Moreover, this module also elaborates on key issues of financial management in general and in the public sector in particular. Particularities of the continental European context, such as the adjustment of fiscal rules to avoid deficit spending or the trend towards accrual accounting, are given special attention.

## Areas of Concentration and Professional Development

A major advantage of the EPM programme is the wide range of electives, which accommodates the participants' diverse backgrounds and interests. Participants choose five electives, three of which must be from one of the three Areas of Concentration. The other two electives can be chosen from any of the Areas of Concentration. Participants who do not have any economic training from their first academic degree are encouraged to take the seminar "Economics for Non-Economists" as one of their electives.

### I. Leadership and Management

In this area of concentration, participants are equipped with the latest concepts and practical tools in the field of public sector leadership and management. They learn how to manage teams and how to improve performance orientation in their unit, department, or organisation. Moreover, participants acquire in-depth knowledge on shaping organisational change and gain a profound conceptual as well as instrumental and practical understanding of strategic management within a political and administrative context.

### II. Financial Management and Methods

Here, participants learn to understand an organisation from a budgetary perspective. Issues such as budgeting rules and reforms, fiscal challenges, accrual accounting, risk analysis, or consolidation management are explored in depth. Participants' capacity to assess the quality of empirical evidence, and thus their ability to analyse developments in a certain policy field is also strengthened.

### III. Intersectoral Management

This area was developed for professionals who are increasingly confronted with the challenges of managing cross-sectoral partnerships and cooperations. Participants focus on the concepts and tools in important cross-sectoral areas such as political communication, fundraising, campaigning, or the effective organisation and steering of agencies and corporatisation processes. The changing interaction between the public, the private and the third sectors is analysed, as is the management of international organisations.

”The Federal Ministry of Finance fully subscribes to the EMPM and the underlying intention to offer a programme for young professionals who have already shown a high degree of expertise in international circles. The EMPM provides advanced theoretical knowledge and practical skills to help them fulfil their potential.”

Dr. Martina Stahl-Höpner, Head of Central Directorate-General, German Federal Ministry of Finance

### Professional Development

In the professional development module the focus on practical application is even stronger. The main objectives of this module are: to strengthen the students' soft skills, and to give them in-depth insight into the day-to-day work in either the EU context, or in other European countries. The following courses are part of the module "Professional Development":

#### ■ Two skills courses

In addition to conceptual and theoretical abilities, good management also requires strong technical skills. The participants learn how to conduct negotiations, devise and implement projects, to successfully work in and lead teams in different contexts, or how to write a perfectly tailored speech.

#### ■ Intensive workshop in either...

...**Brussels:** To work successfully on European issues and with EU institutions, future leaders must be familiar with the European consultation and decision-making process. Participants meet representatives of European institutions, trade and professional associations, NGOs, and companies represented in Brussels.

...**or Copenhagen:** The workshop in Copenhagen provides insight into the work of key ministries and institutions. The Danish practice of public management is analysed critically with regard to its applicability to other continental administrative cultures.

### Master's Thesis

In the Master's Thesis the participants apply their theoretical knowledge to a topic directly related to their own work. The EMPM thesis amounts to approximately 40 pages and students are required to defend their work before a panel. There is no final examination within the EMPM Programme.

## Professors and Practitioners

The following professors represent a selection of the EMPM's core faculty members. Other experts from the Hertie School and the University of Potsdam, as well as many other institutions, also teach regularly in the programme.



### **Prof. Dr. Henrik Enderlein**

Professor of Political Economy, Programme Director of the Master of Public Policy, and Associate Dean of the Hertie School of Governance. Previously, Professor Enderlein worked at the European Central Bank and was a Fulbright Distinguished Chair at Duke University.



### **Prof. Dr. Jobst Fiedler**

Professor of Public Management at the Hertie School of Governance and founding father of the Executive Master of Public Management. Professor Fiedler has worked in multiple high-ranking positions in the public sector and as a Managing Partner of Roland Berger Strategy Consultants.



### **Prof. Dr. Erhard Friedberg**

Professor of Organisational Sociology at SciencesPo, Paris. Professor Friedberg is a research fellow at the International Institute of Management at the Social Science Research Centre and a senior research fellow at Centre National de la Recherche Scientifique (CNRS) and the Centre de Sociologie des Organisations, Paris.



### **Prof. Mark Hallerberg, PhD**

Professor of Public Management and Political Economy at the Hertie School of Governance. Professor Hallerberg also maintains an affiliation with the Political Science Department at Emory University in Atlanta. He previously held academic positions at Emory University, the University of Pittsburgh, and the Georgia Institute of Technology and has been a visiting scholar in Economics at the Universities of Amsterdam, Bonn, Mannheim, and Munich.



### **Prof. Dr. Gerhard Hammerschmid**

Professor of Public and Financial Management at the Hertie School of Governance and Programme Director of the Executive Master of Public Management. Professor Hammerschmid is also Academic Head of the Public Governance Institute of KPMG. Previously, he was Assistant Professor at the Institute for Public Management at the Wirtschaftsuniversität Wien, after having spent several years in a federal ministry coordinating administrative reform projects.



### **Prof. Dr. Markus Jachtenfuchs**

Professor of European and Global Governance at the Hertie School of Governance. Professor Jachtenfuchs was Visiting Professor at the University of Greifswald and Professor of Political Science at Jacobs University Bremen. In 2010, he was the Pierre Keller Visiting Professor of Public Policy at Harvard University.

“The combination of management, policy analysis, and organisation theory goes far beyond the usual Public Management programmes. The chance to study a wide range of electives and to obtain a first-class master’s degree without having to leave your job is unique.”

Prof. Dr. Werner Jann, University of Potsdam



**Prof. Dr. Werner Jann**

Professor of Political Science, Administration and Organisation at the University of Potsdam and Director of the Potsdam Centre for Policy and Management (PCPM). Before entering academia, Professor Jann worked for the German civil service. He has been a member of several national and international reform commissions, such as the Committee of Experts on Public Administration of the United Nations, the European Group of Public Administration, or the Hartz Commission in Germany.



**Prof. Dr. Alina Mungiu-Pippidi**

Professor of Democratisation studies at the Hertie School of Governance. Professor Pippidi taught at the University of Bucharest and SNSPA Romania, and was a Visiting Scholar at Stanford, Harvard, the European University Institute and St. Antony’s College of Oxford University. She has worked as a consultant for Freedom House, UNDP and the World Bank.



**Prof. Dr. Isabella Proeller**

Professor for Public Management at the University of Potsdam. Among other things, Professor Proeller is a member of the Steering Committee of the European Group of Public Administration (EGPA), as well as Deputy Editor of the International Review of Administrative Science. Previously, she was Deputy Director at the Institute of Public Services at the University of St. Gallen.

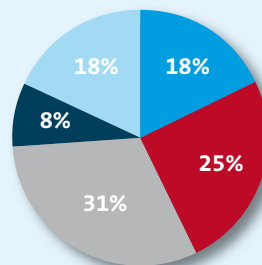


**Prof. Dr. Andrea Römmele**

Professor for Communication in Politics and Civil Society Prof. Dr. Andrea Römmele teaches Political Science and Communication at the Hertie School of Governance. She obtained her Master’s degree from the University of California at Berkeley, a PhD from Heidelberg University and a Habilitation from the Free University of Berlin. She was visiting fellow at the Johns Hopkins University in Washington, DC and at Australian National University in Canberra.

**Academic backgrounds of the participants**

- Law
- Political Sciences/Administration
- other Social Sciences
- Natural Sciences
- Business/Economics

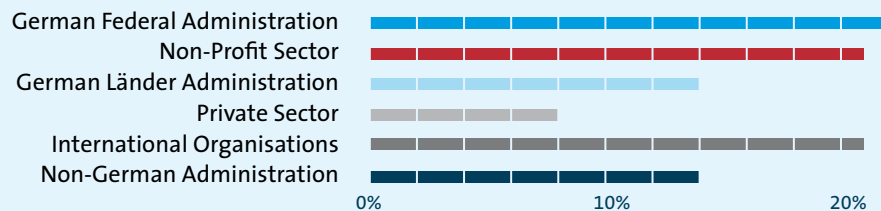


### Top Practitioners and Academics

Internationally renowned academics and practitioners are regularly invited to teach courses or sessions in the EMPM. Among the practitioners currently involved in the programme are:

- **Antonio Arrieta**, Senior Budget and Investment Expert, European Central Bank
- **Dr. Stefan Bauernfeind**, Head of Department, German Federal Chancellery
- **Dr. Franz Baumann**, Assistant Secretary-General, Dept. for General Assembly and Conference Management, UN Secretariat
- **Thorsten Benner**, Associate Director, Global Public Policy Institute
- **Dr. Jörg Dräger**, Member of the Executive Board, Bertelsmann Foundation
- **Dr. Heinz Dürr**, Chairman of the Supervisory Board at Dürr AG; former CEO of Deutsche Bundesbahn/Deutsche Reichsbahn
- **Keir Fitch**, Deputy Head of Cabinet for Commissioner Siim Kallas, European Commission
- **Susanne Greinert**, Vice President, Deutsche Bahn Mobility Logistics AG
- **Dr. jur. Michael Griesbeck**, Vice President, Federal Office for Migration and Refugees
- **Dr. Axel Heitmüller**, Deputy Director, Prime Minister's Strategic Unit, Cabinet Office (UK)
- **Dr. Christian Kastrop**, Director of the Public Finance and Economic Affairs Directorate, German Federal Ministry of Finance
- **Christof-Sebastian Klitz**, Volkswagen AG, Head of Liaison Office to the EU
- **Dr. Katrin Krömer**, Associate Principal, McKinsey & Company, Inc.
- **Matthias Machnig**, Minister for Economic Affairs, Free State of Thuringia
- **Hans Martens**, Chief Executive, European Policy Centre
- **Julian McCrae**, Director of Research, Institute for Government
- **Dr. David Urban**, Executive Vice President Corporate Executives, Deutsche Post DHL
- **Dr. h.c. Frank-J. Weise**, Chairman, Federal Employment Agency
- **Sami Yläoutinen**, Director Stability Unit, Economics Department of the Ministry of Finance (Finland)

### Professional Background of the participants



All external academics teaching in the EMPM have made a name for themselves with expertise in the public and private sectors, at home and abroad, and teach in the field of Public Management:

- **Prof. Dr. Geert Bouckaert**, Professor of Public Management, Katholieke Universiteit Leuven
- **Prof. Jan van Helden**, Professor of Management Accounting and Management Control, University of Groningen
- **Prof. Dr. Lotte Jensen**, Department of Management, Politics and Philosophy, Copenhagen Business School
- **Prof. Dr. Walter J.M. Kickert**, Professor of Public Management, Erasmus University Rotterdam
- **Prof. Dr. Wolfgang Mayrhofer**, Professor of Organisational Behaviour and Management, Vienna University of Economics and Business
- **Prof. Lawrence Phillips**, Professor of Decision Science, London School of Economics and Political Science
- **Prof. Dr. Gunnar Folke Schuppert**, Research Professor for New Forms of Governance, Social Science Research Centre Berlin
- **Prof. em. Dr. Christoph Reichard**, Professor Emeritus of Public Management, University of Potsdam
- **Dr. John Siegel**, Bertelsman Foundation
- **Prof. Dr. Mark van Twist**, Professor of Public Administration, Erasmus University Rotterdam and Netherlands School of Public Administration
- **Prof. Steven Van de Walle**, Professor of Public Administration, Erasmus University Rotterdam
- **Prof. Wouter van Dooren**, Professor of Public Administration, University of Antwerp



## Frédérique Tsai-Klassen – Canada

For Frédérique Tsai-Klassen, raising three kids, working full time, and being a part-time EMPM student is certainly a juggle, but the effort is well worth it: “I like to learn, be challenged, and keep growing as a person and as a professional. The EMPM is the perfect programme to do that. It allows me to exchange ideas with colleagues who also have several years of experience, while still learning about theories. It’s really an opportunity to stop, step back, think about what you’ve been doing, acquiring new tools to understand what’s going on in the workplace. This group is very engaged in problem-solving, and our brain capacity – all put together – is quite amazing!”

## Studying in Berlin

The Hertie School of Governance is located right in the centre of the German capital and can easily be reached from all Berlin airports and train stations. The School is on the famous Friedrichstrasse and just a short walk from the Brandenburg Gate and the Reichstag. It is surrounded by ministries, embassies, corporate offices, as well as non-governmental institutions.

Berlin is not only an ideal place to experience and study public management and public policy; it is also an eminently vibrant city with countless cultural

opportunities. With more than 175 museums, three opera houses, several major theatres, as well as innumerable smaller stages and art galleries, it is a truly cosmopolitan city. Berlin's unique multitude of clubs and bars makes it one of the most exciting cities when it comes to nightlife. At the same time, Berlin is also a very family-friendly city with plenty of playgrounds, parks, zoos and a growing number of "baby cafés". Berlin is surrounded by forests and lakes, the city offers a range of attractive leisure activities: cycling, hiking, swimming, boat trips, canoeing, and sailing – the options are endless...



### Robert Stemmler – Germany

Working for McKinsey & Company since 2005, Robert Stemmler has long found himself operating at the interface of the public and private sectors: "I'm a quite theoretical person, and I love complexity, and what I love even more is to reduce complexity. What I really like about the public sector is that you never have one final aim you're focused on, such as profit; you always have several final objectives. As regards the EMPM – apart from choosing for the lifestyle that goes with studying in Berlin – I really wanted to go back to university, not full-time, but with a large margin of flexibility. I'm passionate about my work, but I'm passionate about academia as well, and the EMPM programme offers me both worlds. For me personally, it's extremely interesting to be able to interact with future leaders from the public sector."

## Admission Requirements and Applying

### Experienced team players wanted

The Executive Master of Public Management is aimed at professionals with at least two years of professional experience. Applicants must meet the following requirements:

- higher education degree
- at least two years of relevant work experience
- fluency in English

Admission is based on a convincing curriculum vitae, personal motivation, references, and a personal interview.

### Fees and financing

The tuition fee for the programme is € 25,000, regardless of whether it is completed in one or two years.

In Germany, tuition fees are tax-deductible as professional training expenses. Many students receive

support from their employers, which covers all or part of the costs.

The Hertie School of Governance has a limited number of stipends available for especially talented candidates who enrich the quality and diversity of the student body. It is one of the principles of the Hertie School of Governance that our students are selected only according to their merits, i.e. the financial situation is not relevant for the admissions decision (need-blind selection process). First, we select our students, then we discuss each prospective student's individual financial situation.

### How to apply

To apply, please visit our website at

**[www.hertie-school.org/empm](http://www.hertie-school.org/empm)**



## The Hertie School of Governance

### Understand today. Shape tomorrow.

The Hertie School of Governance prepares exceptional students for leadership positions in government, business, and civil society. The School also offers experienced professionals the opportunity to deepen their skills in the field of public management. The Hertie School offers three programmes for Executives: The Executive Master of Public Management, a full executive master's programme, various certificate programmes, offering focused training in selected areas of public management, and executive seminars that unpack a wide range of topics from the broader field of public management. A renowned international faculty with expertise in economics, business, law, political and social science take an interdisciplinary, policy-oriented approach to the School's teaching and research agenda. The Hertie School is an international centre, with a variety of first-rate academic projects and a diverse student body. The School actively engages in public debate with its wide range of events bringing together experts from theory and practice. The Hertie School cooperates with partner universities, institutions, and decision-makers all over the world including the London School of Economics and Political Science, SciencesPo (Paris), and the School of International and Public Affairs at Columbia University (New York).

### About the Hertie School

Founded in 2003 as a project of the Hertie Foundation

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#### Managing Director

Anna Sophie Herken

#### Programme Directors

Prof. Dr. Henrik Enderlein,  
Master of Public Policy, Associate Dean

Prof. Dr. Gerhard Hammerschmid,  
Executive Master of Public Management

For more information, please visit  
the Hertie School website: [www.hertie-school.org](http://www.hertie-school.org).

“Politics and administration require people willing and able to lead, and unfortunately there are not enough institutions that prepare young people for this. This is why we also need institutions like the Hertie School of Governance.”

Dr. Thomas de Maizière, German Federal Minister of Defence

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**Thomas Oppermann**, MdB, Head of the SPD Parliamentary Group in the Bundestag; former Minister for Science and Culture, Lower Saxony

**Dr. Manfred Overhaus**, former State Secretary, German Federal Ministry of Finance

**Dr. Norbert Röttgen**, Federal Minister for the Environment, Nature Conservation and Nuclear Safety

**Dr. Marcus Schenck**, Chief Financial Officer, E.ON AG

**Prof. Dr. Dr. h.c. Wolfgang Schön**, Managing Director, Max Planck Institute for Intellectual Property, Competition and Tax Law; Honorary Professor at Ludwig-Maximilians-Universität Munich

**Prof. Dr. Gunnar Folke Schuppert**, Research Professor for New Forms of Governance, Social Science Research Center Berlin

**Dr. Ursula Weidenfeld**, freelance journalist and author

**Dr. Bernhard Wunderlin**, Vice CEO of the Hertie Foundation; former CEO Harald Quandt Holding GmbH, Bad Homburg

## EMPM Partners

### University of Potsdam

The EMPM is a joint degree of the Hertie School of Governance and the University of Potsdam. Several experts of the University of Potsdam, and the university's Potsdam Centre for Politics and Management (PCPM) are members of the EMPM faculty.

The University of Potsdam is one of the youngest higher education establishments in Germany. In 1991, the founders seized the opportunity to develop a unique university profile. The fields of Modern Governance and Public Management are now amongst its strongest disciplines.

The theory and practice of Public Policy and Management is located in the Faculty of Economics and Social Sciences, where they constitute a unifying theme. The PCPM develops basic and advanced study

programmes and supports public and private clients with research and consulting expertise in the field of governance and the modernisation of government and administration.

Characteristic features of the University of Potsdam are the interlinkage between external governance and the internal organisational perspective, as well as its concentration on problems of steering and control within the public sector. Mostly young and aspiring specialists and managers from the German public sector and abroad choose the governance- and management-related bachelor's and master's courses at the University of Potsdam. Postgraduate master's programmes are implemented in cooperation with German Federal and foreign institutions of higher education.



## “KPMG is convinced by the concept of the EMPM. Our endowed Professorship of Public Management sends a clear signal for our engagement in modernising administration.”

Ulrich Maas, Managing Board, KPMG in Germany

### **KPMG and the Public Governance Institute**

As one of the world's leading accounting and advisory firms, KPMG AG Wirtschaftsprüfungsgesellschaft founded the Public Governance Institute (Institut für den öffentlichen Sektor e.V.) in 2005, in order to actively promote public sector modernisation and the improvement of governance in public enterprises. The Institute sees itself as a forum for discussion and pooling of experience, while pursuing its own publishing and research activities in the fields of public management and public corporate governance.

### **Endowed professorship**

KPMG supports the EMPM in the form of an endowed professorship, which is currently held by Prof. Dr. Gerhard Hammerschmid. The Public Governance Institute provides a link between academia and practice, e.g. by sending guest lecturers to the master's course.

### **Center of Competence for Public Management, University of Bern (UniBe)**

UniBe is a comprehensive Swiss university with a full range of Bachelor, Master and PhD degree programmes, also offering Executive programmes to students in various fields of study. The Center of Competence for Public Management (CCPM) at UniBe provides a Master as well as a Certificate of Advanced Studies in Public Administration as core products. The Hertie School concluded a cooperation agreement with the University of Bern in 2011, making this the newest exchange programme within the EMPM.

Committed to a truly intersectoral approach, the Hertie School has sought academic partnerships with leading business schools in order to offer its students access to more courses and expertise on private sector practices. Likewise, students from executive programmes at these schools can attend courses within the EMPM, thereby gaining a valuable perspective on public sector structures and processes that impact industry.

### **Copenhagen Business School (CBS)**

A cooperation agreement with Copenhagen Business School (CBS) allows EMPM students to attend courses offered within the Master of Public Governance (MPG) programme in Denmark and vice versa. The MPG degree is an accredited executive master degree programme at CBS, which is run with the University of Copenhagen in a joint consortium. The programme was initiated as part of the Danish government's "Quality Reform" for public management and governance.

### **ESCP Europe**

In 2011 the Hertie School signed a cooperation agreement with ESCP Europe. Now EMPM students can attend business and leadership courses within the European Executive MBA programme - which was ranked number one in the category "career progression" in the Financial Times' 2010 EMBA ranking - on all of ESCP Europe's campuses (Paris, London, Berlin, Madrid and Turin), and ESCP Europe students can attend governance and public management courses within the EMPM programme.

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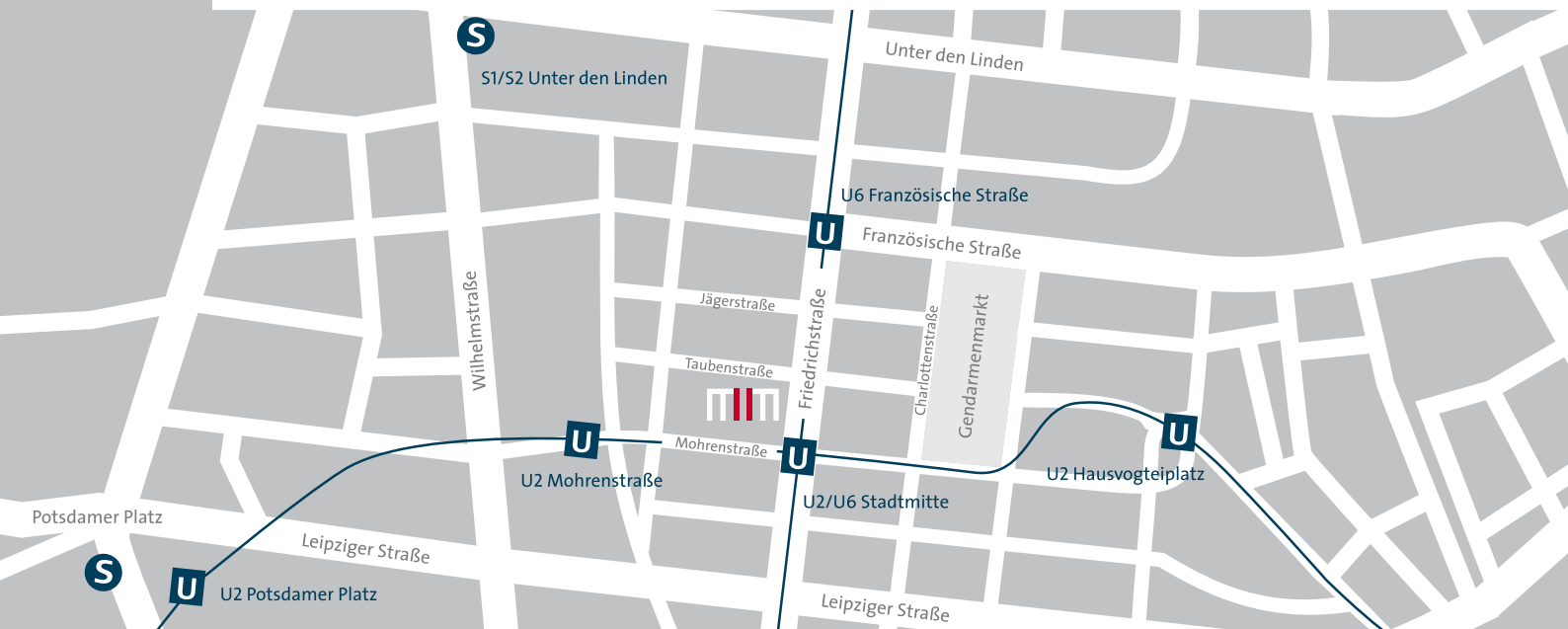
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## The Hertie Foundation

**The Hertie Foundation carries on the life's work of Georg Karg, owner of the Hertie department stores. Founded in 1974, it is one of today's largest foundations in Germany, with assets to the order of over € 800 million. In 1998, the Foundation sold its shares in the company, and has been independent since.**

The Hertie Foundation sees itself as a reform body sounding out new solutions and helping towards their practical implementation. It focuses its work on the fields of Preschool and School, University and Neurosciences, Scholarship Programmes and the compatibility of Job and Family. In 2003, the Hertie Foundation founded the Hertie School of Governance to institutionalize research and teaching on new forms of statehood and societal governance.

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