

Degree program and examination regulations for the degree programs for professional development in Business Management and Global Business Management at the School of Business, Economics and Society of Friedrich-Alexander-Universität Erlangen-Nürnberg (FAU) – PO MBA BM / GBM 2023 – dated June 15, 2023

Based on Section 9 (1) in conjunction with the currently valid versions on Section 80 (1), section 84 (2)(1), Section 86 (3)(4), Section 88 (9), Section 90 (1)(2) and Section 96 (3)(1) Bavarian Higher Education Innovation Act dated August 5, 2022 (**BayHIG**), Friedrich-Alexander-Universität Erlangen-Nürnberg enacts the following degree program and examination regulations:

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Section 1 Scope, Purpose of the Master's Examination

(1) These degree program and examination regulations govern the examinations for the degree programs for professional development in Business Management and Global Management resulting in the degree Master of Business Administration.

(2) ¹The Master of Business Administration is a degree that qualifies students for further research as well as professional work. ²The Master's examination serves to determine whether students:

- are able to process relevant issues related to business practice in the subjects examined to a reasonable extent, also using academic methods;
- possess decision making skills and the ability to critically examine academic topics and professional practice;
- can place issues within a broader context.

Section 2 Degrees

¹Students are conferred the degree Master of Business Administration (abbreviated MBA) after passing the Master's examination. ²The degree may be used with the addition '(FAU Erlangen-Nürnberg)'.

Section 3 Standard Duration of Study, Starting Date, Teaching and Examination Language, Structure of Degree Program

(1) The standard duration of studies is three semesters.

(2) The degree program may only be started in the winter semester.

(3) ¹The teaching and examination language of the Master's degree program in Business Management is German. ²Individual modules may be taught and assessed in English. ³Further details are stipulated in **Appendix 3** and/or the module handbook. ⁴In any case of uncertainty, the examination language shall be the same as the teaching language. ⁵The teaching and examination language of the Master's degree program in Global Business Management is English.

(4) ¹The Master's degree program is concluded with the Master's examination. ²It consists of all examinations taken over the course of the degree program in all modules stated in **Appendix 3** (Business Management) or **Appendix 4** (Global Business Management), including the Master's thesis module. ³A total of 60 ECTS credits must be obtained, consisting of 45 ECTS credits for examination achievements completed during the program and 15 ECTS credits for the Master's thesis.

Section 4 ECTS Credits

(1) ¹The degree program and examinations are based on the European Credit Transfer and Accumulation System (ECTS). ²20 ECTS credits are allocated per semester. ³One ECTS credit corresponds to 30 hours of work.

(2) ¹ECTS credits serve as a system to categorize, calculate and confirm the amount of work a student has invested. ²They are a quantitative indicator of a student's workload.

Section 5 Modules and Credits, Voluntary Intermediate Examinations

(1) ¹The degree program consists of modules for which students are awarded ECTS credits. ²One module is a chronologically connected and self-contained teaching and learning unit, the content of which can be tested in an examination.

(2) ¹The modules shall be completed with a module examination. ²This examination shall as a rule consist of one examination achievement or one course achievement. ³In exceptional cases, this examination can also consist of several partial examinations or parts of examinations or a combination of examination and/or course achievements if the subject warrants it. ⁴Ungraded course achievements consisting of several parts and/or course achievements which can be repeated an unlimited number of times shall not count as examinations consisting of several parts as defined in sentence 3. ⁵ECTS credits shall only be given for successful participation in modules that can be verified in an individual, separately identifiable performance in a module examination. ⁶Module examinations are conducted during the lecture period or following the last lecture or seminar of a module.

(3) ¹Examinations (examination achievements and course achievements) measure the students' performance. ²They may be written, oral, electronic, use electronic communication devices or be in a different form. ³In the event of invigilated remote electronic examinations, the Bavarian regulation for testing remote examinations (**BayFEV**) and the FAU regulations on remote examinations on the basis of the Bavarian regulations for testing remote examinations (**BayFEV**) – **EFernPO** – shall be complied with. ⁴Examination achievements are graded. ⁵In the case of course achievements, the assessment may be limited to passing or failing the achievement.

(4) ¹In addition to the module examinations, voluntary intermediate examinations (e.g. tutorial achievements or short tests) may be offered during courses as a way of measuring the standard of performance. ²More detailed information, including the number, type and scope of these examinations, is given in the module handbook. ³If a student chooses to use the option detailed in sentence 1, these results shall be taken into account when determining the grade for the module. ⁴Intermediate examination achievements may improve the grade for a module examination or partial examination by a maximum of 0.7; a grade may not be made worse.

(5) Enrollment in the Master's degree program for professional development in Business Management or Global Business Management at FAU is a requirement for participation in module examinations according to (2)(1).

Section 6 Admission Requirements

Qualification for the Master's degree program in Business Management and the Master's degree program in Global Business Management shall be proven through:

1. A Bachelor's degree or equivalent (undergraduate degree) from a university in Germany or another country, with no major differences in terms of qualification. In general, this degree should be in business, economics and social sciences or engineering with a business studies component, have a standard duration of studies of eight semesters and consist of 240 ECTS credits or, in exceptional cases, a standard duration of studies of at least six semesters and 180 ECTS credits plus a pass in the suitability assessment examination described in **Appendix 2** in order to demonstrate that the applicant has reached a level equivalent to the 240 ECTS credits required for admission.

2. At least one year of relevant work experience in a position of responsibility, in particular with responsibilities in management, planning or controlling, at a private or public company, association or administrative body after having completed the undergraduate degree.
3. Passing the qualification assessment process according to **Appendix 1**.
4. In the case of (1) alt. 2, passing the suitability assessment examination pursuant to **Appendix 2**.

Section 7 Examination Deadlines, Failure to Observe Deadlines

(1) ¹Examinations shall be sat in such a timely manner as to allow the student to obtain 60 ECTS credits by the scheduled deadline. ²The deadline shall be the last semester of the standard duration of study for the degree program. ³The deadline according to sentence 2 may be exceeded by one semester for the Master's examination (extended deadline). ⁴An examination shall be considered to have been sat and failed at the final attempt if 60 ECTS credits were not obtained from the modules of the Master's degree program within the extended deadline, unless the reasons for this are beyond the student's control.

(2) The deadline set forth in paragraph (1) shall be extended by claiming the legal periods of protection stipulated in the law protecting mothers at work, in education and whilst studying, the Maternity Protection Act (Mutterschutzgesetz – **MuSchG**) in the version published on 23 May 2017 (**BGBI I S. 1228** [German Federal Law Gazette I p.2318]), according to the periods set forth in the current version of the Parental Allowance and Parental Leave Act (Bundeselterngeld- und Elternzeitgesetz – **BEEG**) of December 5, 2006 (**BGBI I S. 2748** [German Federal Law Gazette I p. 2748]), and according to periods of time spent providing care in the sense of Section 7 (3) of the current version of the Caregiver Leave Act (Pflegezeitgesetz - **PflegeZG**) of 28 May 2008 (**BGBI I S. 874, 896** [German Federal Law Gazette I p. 874, 896]) for a close family member who requires care in the sense of the current version of **SGB XI** (German Social Security Code XI) of May 26, 1994 (**BGBI I S. 1014, 1015** [German Federal Law Gazette I p. 1014, 1015]).

(3) ¹The reasons according to (1) and (2) shall be explained in writing and shown credibly to the Examinations Committee without delay. ²If the reasons are acknowledged, the examination shall be sat at the soonest possible time; already available examination and course achievements shall be accredited. ³In case of an inability to sit the examination occurring before or during the examination, the examiner shall be notified immediately. ⁴A doctor's certificate is required if the student is ill. The Examinations Committee may request that a certificate is submitted from a doctor named by FAU. ⁵In case of withdrawal from an examination due to illness after the examination has started, the student must submit a certificate from a doctor named by FAU to the Examinations Committee without delay.

Section 8 Examinations Committee

(1) ¹A joint Examinations Committee shall organize and carry out the examinations for both Master's degree programs. ²The Examinations Committee shall have three members that are professors at the School of Business, Economics and Society at the Faculty of Business, Economics, and Law at FAU; they shall be elected by the School Council of the School of Business, Economics and Society. ³The Examinations Committee shall elect one of the members as the chairperson and shall appoint a deputy to act in the chairperson's absence. ⁴The term of office of the members shall be three years. ⁵Re-election shall be permitted.

(2) The chairperson may transfer tasks within their responsibility to a member of the Examinations Committee.

(3) ¹The Examinations Committee shall be tasked with carrying out the examination procedures, especially the planning and organization of the examinations. ²Its duties include ensuring that the provisions of these examination regulations are observed. ³With the exception of the examinations themselves and their assessment, which the examiners are responsible for, all decisions shall be taken by the Examinations Committee. ⁴In particular, it shall send out the examination notifications after having verified the examination achievements and their legitimacy. ⁵It shall regularly report to the School Council on the development of the examinations and the study periods and shall, where applicable, provide input on amendments to the examination regulations. ⁶The members of the Examinations Committee shall have the right to be present during examinations.

(4) In addition, the Examinations Committee is responsible for verifying compliance with the qualifications and admission requirements for the Master's degree program as set out in Section 6 in conjunction with **Appendices 1 and 2**.

(5) ¹The Examinations Committee shall have a quorum when all members are duly summoned observing a notice period of at least one week and the majority of members are present and eligible to vote. ²Decisions shall be taken with the majority of votes cast in meetings. ³Abstentions, ballot votes and delegation of votes shall not be permitted. ⁴In case of a tie of votes, the vote of the chairperson shall be decisive.

(6) ¹The chairperson shall call the meetings of the Examinations Committee. ²The chairperson shall be entitled to take decisions that cannot be delayed on behalf of the Examinations Committee. ³The Examinations Committee shall be informed of such cases without delay. ⁴Furthermore, unless these examination regulations state otherwise, the Examinations Committee shall have the right to transfer individual tasks to the chairperson as well as revoke these.

(7) ¹Records shall be kept of every meeting. ²These records shall state the date and place of the meeting, the names of those present, the subjects dealt with and all proposals, resolutions and outcomes of votes held.

(8) ¹Official notifications in legal matters pertaining to examinations shall be made in writing; reasons shall be given and information on legal remedies available to the person shall be included. ²Students shall be given the opportunity to make a statement before negative decisions are finalized. ³The Examinations Committee shall have the right to rule that official notifications in legal matters pertaining to examinations may be sent out in electronic form to the individual students. ⁴Any notification of objection in questions of examination legislation shall be issued on behalf of the President following consultation with the Examinations Committee and after hearing the examiners.

Section 9 Examiners, Observers, Exclusion Due to Personal Involvement, Obligation to Confidentiality

(1) ¹The Examinations Committee shall appoint the examiners, reviewers and observers who shall usually be the lecturers of the appropriate subjects. ²Only professors and other persons fitting the description in Section 85 (1) of the Bavarian Higher Education Innovation Act (**BayHIG**) in conjunction with the current version of the Bavarian Higher Education Examiners Act (**BayHSchPrüferV**) shall be eligible for appointment as examiners. ³Persons who have completed the degree program in question or an equivalent degree program shall be eligible for appointment as observers. ⁴Observers shall be research associates in principal employment at the University.

(2) ¹A change of examiners shortly before the start of an examination shall be permissible on urgent grounds. ²If an eligible examiner leaves the University, they shall usually remain eligible to act as an examiner for up to one year.

(3) Exclusion from the deliberation and voting process of the Examinations Committee as well as from the positions of examiner and observer due to personal involvement shall be governed by Section 51 (2) **BayHIG**. in conjunction with Sections 20 and 21 **BayVwVfG**.

(4) ¹The Examinations Committee's meetings shall not be public. ²Members of the Examinations Committee shall be obliged to maintain confidentiality (Section 26 (2) sentences 2 and 3 **BayHIG**).

§ 10 Compulsory Attendance, Attendance Phases

¹Students are required to take one written examination in each of the first three semesters, held during a classroom-based session at the end of each semester. ²There are no other compulsory periods of attendance during the degree program. ³However, students are urgently advised to attend the other classroom-based sessions in the attendance phase offered during the first three semesters.

Section 11 Recognition and Accreditation of Skills

(1) ¹Study periods, and course and examination achievements achieved in degree programs or by successfully taking part in a distance learning unit as part of a degree program at FAU or at other public or state-approved universities in the Federal Republic of Germany, or in degree programs at public or state approved universities in countries other than Germany shall be recognized according to these examination regulations unless there are significant differences in the skills acquired and required. ²The same shall apply to course and examination achievements obtained at a public or state approved university in Bavaria within the context of a module program or additional studies, at the Virtual University of Bavaria (vhb), or within the context of an early entrance program or university studies started while still at school. ³Recognition enables students to continue their studies, to take examinations, to start a further degree program or to be admitted to a doctoral degree.

(2) ¹Skills acquired outside the university sector or within the context of degree programs for professional development or for acquiring further qualifications may be accredited if they are equivalent. ²Skills acquired outside the university sector shall replace no more than half of the required skills of which students must provide proof.

(3) ¹The grades achieved in approved or accredited modules, examinations and coursework shall be transferred if they were awarded according to Section 20. ²If the grading system applied in the examinations sat at the university or equivalent institution of higher education and accredited or recognized by FAU is not identical to the grading system set forth in Section 20, the grades achieved at other universities shall usually be converted according to the following formula:

$$x = 1 + 3 (N_{\max} - N_d) / (N_{\max} - N_{\min})$$

with x = converted grade
N_{max} = best grade attainable

N_{min} = lowest grade for passing

N_d = grade attained .

³Only one decimal place is shown for the grades thus calculated. ⁴If conversion is not possible or can be proven to serve no purpose, the Examinations Committee shall usually determine a system by which to calculate the grades.

(4) ¹If 20 or more ECTS credits are recognized or accredited, the student shall be permitted to enter at a higher semester. ²Students shall move up one semester for every 20 ECTS credits that are accredited.

(5) ¹Students must file an application for recognition and accreditation. ²The documents needed for this accreditation shall be submitted to the chairperson of the Examinations Committee. ³Subject to the provisions in sentence 4, the student shall have a legal claim to accreditation if the conditions stipulated in (1) and (2) are met. ⁴Accreditation is only possible if the student has not already lost the right to be examined in that subject at FAU by passing or failing to pass the relevant examination at the final attempt. ⁵The decision shall rest with the chairperson of the Examinations Committee after consultation with the department representative appointed by the department in question. ⁶The decision shall be issued in writing.

Section 12 Announcement of Examination Type, Examination Dates and Examiners, Registration, Withdrawal, Consequences of Delayed Withdrawal

(1) ¹Students shall receive the required course materials no later than two weeks before each module commences. ²The examination dates shall be included in the bundle of information students receive. ³The names of the examiners shall be announced electronically in good time according to local practice.

(2) Students shall be considered registered for all examinations.

(3) ¹Notwithstanding the deadlines pursuant to Sections 7 and 27, a student may withdraw without stating reasons from the first attempt at an examination for which they have registered pursuant to (2) by failing to attend. ²In cases other than those stated in sentence 1, students must notify the Examinations Committee without delay in writing and provide credible evidence of reasons beyond their control for withdrawing from or failing to attend the examination. ³A doctor's certificate is required if the student is ill. The Examinations Committee may request that a certificate is submitted from a doctor named by FAU. ⁴The doctor's certificate or certificate from an official medical examiner must include a description of the student's ailment and state how this affects the student's ability to perform to their full potential during the examination, especially due to a reduction in their physical or mental capacity. ⁵In case of withdrawal from an examination due to illness after the examination has started (termination of an examination), the student must submit a certificate from an official medical examiner to the Examinations Office without delay. ⁶A declaration of withdrawal is binding. ⁷Registration to the examination on this date shall be canceled once the declaration is submitted and the student shall no longer be entitled to take the examination. ⁸Students shall only be able to register for and sit the examination in a later semester. ⁹If the reasons are accepted, a new date shall be set. ¹⁰Examination results which have already been obtained are accredited. ¹¹The consequences of a delayed or invalid withdrawal shall be governed by (4).

(4) ¹An examination shall be graded as 'nicht ausreichend' (unsatisfactory) if the student fails to attend an examination on the examination date without good reasons or if the student withdraws from the examination after the withdrawal deadline (see (3)) without good reasons; Section 7 (3) shall remain unaffected. ²(3) sentences 2 to 7 shall apply accordingly.

Section 13 Breach of Regulations, Fraud, Exclusion from Further Participation

(1) ¹In case of plagiarism or an attempt to commit fraud or to influence the result of an examination through the use of unauthorized aids, the examination in question shall be graded 'nicht ausreichend' (unsatisfactory, 5.0). ²Unauthorized aids for completing examination or course achievements pursuant to sentence 1 include in particular the use of chatbots or other artificial intelligence that is capable of replacing the student's own performance, unless this is expressly permitted by the examiner.

(2) Persons who disturb the orderly examination process may be excluded from continuing the examination by the authorized examiner or the supervising person; in this case the examination achievement in question shall be considered to be 'unsatisfactory' (5.0).

(3) In the case of repeated or severe breaches as stipulated in (1) or (2), the Examinations Committee may exclude students from participating in the examination, resulting in the student losing the right of examination in the relevant module (failed at the final attempt).

Section 14 Revocation of Degrees

The revocation of degrees shall be governed by Section 101 **BayHIG**.

Section 15 Faults in the Examination Process

(1) Should it turn out that the examination process was faulty in a manner that influenced the result of the examination, it shall be ordered upon a student's request that a certain student or all students shall resit the examination or parts of the same.

(2) Faults in the examination process shall be reported to the chairperson of the Examinations Committee or the examiner without delay.

(3) Six months after completion of the examination, resit examinations may no longer be ordered as stipulated in paragraph (1).

Section 16 Admission to Examinations

(1) ¹Anyone who has signed a contract with FAU on participating in the degree program for professional development in Business Management or Global Business Management and is registered as a student shall be considered eligible to sit the examinations included in this degree program unless there are reasons to refuse admission. ²Admission shall be refused if:

1. Proof of qualifications stipulated in these examination regulations including **Appendix 3** or **Appendix 4** is not submitted at all or not in due time.
2. The Diplom or Master's examination in a comparable degree program (in particular the other Master's degree program governed by these degree program and examination regulations or Diplom or Master's degree programs in business studies e.g. Master's degree program in management/ business administration/ Diplom-Kaufmann) has been failed at the final attempt.
3. It has been ordered that the student is to be de-registered, resulting in the revocation of the student's right to sit the examination.

(2) If admission is to be refused, the student shall be informed without delay and informed as to the reasons for the decision and information on the legal remedies available.

Section 17 Written Examination, Multiple Choice Examinations

(1) ¹In written examinations students are required to prove that they are capable of presenting issues from their field and identifying problems within a limited period and with limited materials, and using the conventional methods employed in their field to find solutions to these problems. ²This applies in particular to invigilated written examinations (*Klausur*). ³Written examinations may also consist of drawing up a business plan, case study work, drawing up strategic concepts or concept papers or completing another form of written work (such as a written assignment, project report, or Master's thesis). ⁴With the exception of a traditional written examination (*Klausur*), written examinations may also be held as open book examinations during which students have to complete one or several tasks in a certain time without supervision using either a wide range of aids or whichever aids they like, but without the assistance of third parties. Further details are stipulated in the module description. ⁵In the case of examinations as defined in sentence 3, tasks shall as far as possible be tailored to test higher-level skills such as understanding, analysis, transfer and application.

(2) ¹Written examinations shall generally be graded by the author of the examination questions. ²If a written examination is graded as 'nicht ausreichend' (unsatisfactory; 5.0), it shall be presented to a second examiner for evaluation. ³The examiner's evaluation must be documented in writing and reasons for the final rating must be made clear.

(3) ¹Written examinations may take the form of multiple-choice examinations (with one or more possible correct answers), either in full or in part. ²Detailed information on the modules with multiple choice examinations is given in the module handbook. ³The examinee shall state which of the answers to the questions they deem to be correct. ⁴Examination questions must allow for reliable examination results. ⁵When drawing up the examination questions, it shall be specified which of the answers shall be accepted as correct. ⁶If the question does not allow multiple answers, multiple answers shall be inadmissible and disregarded. ⁷Before the evaluation of the examination results, at least two of the authors of the examination shall assess whether the examination questions meet the requirement set out in sentence 4. ⁸Should they determine that individual examination questions are faulty, these shall not be taken into account in the evaluation of the examination result; the number of examination questions shall be considered to have been reduced. ⁹This reduction of the number of examination questions must not result in disadvantages for any of the examinees. ¹⁰No minus points may be awarded outside of individual examination questions.

(4) ¹The authors of the examination pursuant to (3)(7) shall determine when the examinations have been passed pursuant to (5)(1) and shall set a relative pass limit (sentence 2 (2)). ²Unless stipulated otherwise in the relevant degree program and examination regulations, examinations pursuant to (3) sentence 1 shall be deemed to have been passed if:

1. the examinee answered at least 50 percent of the examination questions correctly/achieved at least 50 percent of the attainable points, or
2. the examinee answered at least 40 percent of the examination questions correctly/achieved at least 40 percent of the attainable points and the number of correct answers/points obtained is no more than 17 percent below the average number of correct answers/points obtained by all examinees sitting the examination for the first time.

³The reference group of examinees sitting the examination for the first time pursuant to sentence 2(2) must consist of at least 50 people, otherwise the relative pass limit shall not be applicable. ⁴If sentence 1 (2) is applied, the Dean of Studies shall be notified.

(5) In case of written examinations that are not entirely composed of multiple choice questions, paragraphs (3) and (4) shall only apply to the respective part.

Section 18 Oral Examination

(1) ¹In oral examinations students must demonstrate both general and specific knowledge of the subject being tested. ²Oral examinations are generally held as individual examinations conducted by one examiner in the presence of one observer with knowledge of the subject; the Examinations Committee can approve exceptions and allow group examinations (for a maximum of six examinees).

(2) ¹In oral examinations in the presence of several authorized examiners, each examiner shall determine the grade according to Section 20 immediately after the oral examination has been completed. ²In case of differing evaluations, the mean of the grades shall be calculated according to Section 20 (1)(8). ³The student shall be informed of the result of the oral examination directly after the oral examination.

(3) ¹A record shall be kept of the oral examination; this shall include the following: place, date and duration of the examination; subjects covered and results of the examination; the names of the examiners, the observer and the student; and any special occurrences. ²The record shall be signed by the authorized examiners and the observer. ³The record shall be stored for at least two years.

(4) ¹Students planning to undergo the same examination during a subsequent examination period shall be permitted to be present as listeners during oral examinations within the bounds of feasibility with regard to the examination's location; listeners shall be excluded at the examinee's request. ²Students granted permission to attend the oral examination shall not be permitted to be present during the deliberation process and the announcement of the examination result.

Section 19 On-Campus Electronic Examinations

¹Examinations may be administered in electronic form on campus. ²Detailed information on the modules in which examinations are held in electronic form on campus is given in the module handbook. ³Electronic examinations (e-examinations) on campus are examinations which are administered and evaluated via computer or using digital technology. ⁴The authenticity and integrity of the examination results shall be verified. ⁵Automatically calculated evaluations of examination achievements shall be verified by one examiner at the request of the examinee or two examiners in case of a failed examination.

Section 20 Evaluation of Examinations, Grades, Final Grade

(1) ¹The evaluation of individual examinations shall be expressed by the examiners with the following grades:

Grade (in words)	Grade	Explanation
sehr gut (very good)	= 1.0 or 1.3	= an outstanding achievement
gut (good)	= 1.7 or 2.0 or 2.3	= an achievement that exceeds the requirements considerably
befriedigend (satisfactory)	= 2.7 or 3.0 or 3.3	= an achievement that fulfills average requirements;
ausreichend (sufficient)	= 3.7 or 4.0	= an achievement that fulfills the requirements despite flaws
nicht ausreichend (unsatisfactory)	= 4.3 or 4.7 or 5.0	= an achievement that no longer fulfills requirements due to considerable flaws.

²Other grades are not permitted. ³An examination (Section 5 (3)) has been passed if it has received at least the grade 'ausreichend' (sufficient). ⁴For ungraded examinations

the result shall be either 'bestanden' (pass) or 'nicht bestanden' (fail). ⁵A module examination is passed when all partial achievements (Section 5 (2)(3)) have been passed. ⁶If an examination has several examiners or several partial achievements within the meaning of Section 5 (2)(3), the total grade is calculated from the weighted average of the individual grades. ⁶If the grade for a module consists of several partial achievements it shall be calculated on the average for the partial achievements weighted according to their ECTS credits. ⁷The grading system described in sentence 1 shall not be used for cases covered by sentences 5 and 6, sentence 2 shall not apply. ⁸One decimal place shall count towards the module grade; further decimal places shall be omitted without being rounded.

(2) ¹The authors of the examination shall set the assessment criteria for multiple choice examination achievements pursuant to Section 17 (5)(7). ²If no assessment criteria are set, the examinations shall be graded as follows:

³Students who answer the required minimum of examination questions according to Section 17 (4)(1) correctly or achieve the required minimum number of points shall receive the grade

1.0 (sehr gut/very good) if at least 85 percent of the remaining questions were answered correctly or remaining points were achieved,

2.0 (gut/good) if at least 70 percent but less than 85 percent of the remaining questions were answered correctly or remaining points were achieved,

3.0 (befriedigend/satisfactory) if at least 50 percent but less than 70 percent of the remaining questions were answered correctly or remaining points were achieved,

4.0 (ausreichend/sufficient) if none or less than 50 percent of the remaining questions were answered correctly or remaining points were achieved. ³The grades can be increased or decreased by increments of 0.3 according to the percentage; the grades 0.7, 4.3 and 4.7 shall not be awarded. ⁴Students who do not achieve the required minimum shall receive the grade 5.0. ⁵Sentence (3) notwithstanding, the grades 4.3 and 4.7 may be awarded in cases in which examinations according to Section 17 (5) partly take the form of a multiple choice examination.

(3) ¹The final grade of the Master's examination is:

at an average of up to 1.5 = sehr gut (very good); at an average of 1.6 up to and including 2.5 = gut (good);

at an average of 2.6 up to and including 3.5 = befriedigend (satisfactory); at an average of 3.6 up to and including 4.0 = 'ausreichend' (sufficient);

at an average of over 4.0 = nicht ausreichend (unsatisfactory)

²The overall grade in the Master's examination shall be calculated as the arithmetic average of the grades for the modules and the Master's thesis weighted according to the number of ECTS credits for the modules pursuant to **Appendix 3** or **Appendix 4**.

³(1)(7) and (1)(8) shall apply accordingly.

Section 21 Invalidity of Examinations

(1) If fraudulent methods were used during the examination and if this only becomes known after the certificate has been awarded, the Examinations Committee may correct the grade retrospectively and declare the examination as having been failed in part or in full.

(2) If the requirements for admission to the examination were not fulfilled while no fraudulent acts were committed willfully and if this fact only becomes known after the certificate has been awarded, these circumstances shall be considered remedied by the passing of the examination.

(3) Students shall be given the opportunity to make a statement before a decision is taken.

(4) ¹The incorrect certificates shall be withdrawn; new certificates shall be issued if applicable. ²A decision according to paragraph (1) shall be excluded after a period of five years starting with the certificates' date of issue.

Section 22 Inspection of Examination Records

(1) After the completion of the individual examination procedures, students shall on request be entitled to inspect their written examination papers, the corresponding reviews by the examiners, and the examination records.

(2) ¹The request shall be submitted to the chairperson of the Examinations Committee within one month of the notification of grades. ²Students prevented from observing this deadline through no fault of their own can apply for full restitution according to Section 32 of the Bavarian Administrative Procedures Act (**BayVwVfG**). ³The chairperson of the Examinations Committee shall determine the time and date of the inspection.

Section 23 Final Academic Record, Transcript of Records, Diploma Supplement Grade Distribution Table and Degree Certificate

(1) Students who have successfully completed the Master's examination shall generally receive a final academic record, a transcript of records, a diploma supplement, a grade distribution table and a degree certificate within eight weeks.

(2) ¹The final academic record shall be signed by the chairperson of the Examinations Committee and includes the modules, module grades, title and grade of the Master's thesis and the overall grade of the Master's examination. ²On the student's request the duration of their studies shall be included in the report. ³Examination achievements completed at a partner university shall be indicated as such. ⁴The transcript of records lists all modules attended; the final academic record and the transcript of records may be combined into one document. ⁵The diploma supplement contains further information on the graduate's qualifications and states that the degree program is a professional development program for working professionals. ⁶The transcript of records and the diploma supplement shall be issued in English and German. ⁷Information not yet available to the Examinations Office must be submitted together with the required proof by the time of completing the degree program at the latest; otherwise this information may no longer be taken into consideration.

Section 24 Notification of Failed Examinations

¹Students who fail the Bachelor's or Master's examination at the final attempt shall receive notification that the examination has been failed at the final attempt, including information on legal remedies available. ²Students can also print off an overview of their grades achieved in the individual modules in the examination administration system.

Section 25 Adjustments to Examination Arrangements

(1) ¹The examination procedure shall be adjusted to take into account the nature and extent of a student's disability. ²Students with a doctor's certificate showing credibly that they are either partially or fully incapable of sitting the examination in the intended manner due to long-term or permanent disabilities which do not affect the performance which is being tested shall be entitled to be granted permission by the chairperson of the Examinations Committee to have this disadvantage offset by working time being extended accordingly or the examination process being structured differently. However, care must be taken to ensure that the examination is still suitable to provide evidence of skills which are being assessed by the examination. ³Sentences 1 and 2 shall apply accordingly to students in special circumstances, the effects of which on the student's ability to sit the examination are similar to a longer illness or disability as stated above in sentence 2.

(2) Adjustments to examination arrangements may be made for pregnant students if the student submits a medical certificate confirming that she will be at least 30 weeks pregnant by the examination date to the Examinations Committee at least four weeks before the examination date.

(3) ¹Decisions pursuant to (1) and (2) shall only be taken by the chairperson of the Examinations Committee upon written request and after consulting with the Disability Liaison Officer. ²The student may be required to submit an official certificate from a medical examiner (vertrauensärztliches Attest) proving the fulfillment of the conditions in paragraph (1) or other proof confirming the student's special circumstances. ³Applications for adjustments to examination arrangements shall be made to the Examinations Committee in writing at the latest four weeks before registration for the examination.

Section 26 Master's Thesis

(1) ¹The Master's thesis is intended to show that the student is capable of dealing with a problem from their field independently and with scientific methods within a set period. ²The Master's thesis may not to any significant degree be identical to a Diplom, Bachelor's, Master's or doctoral thesis previously submitted by the student (prevention of plagiarism). ³15 ECTS credits shall be awarded for the Master's thesis.

(2) ¹Students are required to have achieved at least 25 ECTS credits in order to qualify for admission to the Master's thesis. ²Students shall ensure that they are allocated a subject for their Master's thesis in time to observe the deadlines set forth in Section 7, usually at the latest by the start of the last semester in the regular duration of studies.

(3) ¹The subject and the date of its allocation shall be confirmed by the supervisor and presented to the Examinations Committee. ²Should a student, despite a genuine effort to that end, not be allocated a subject, the chairperson of the Examinations Committee shall, in consultation with a representative of the student's department, allocate a subject and a supervisor to the student.

(4) ¹It is also permissible to allocate the Master's thesis as a group project. ²In such cases it must be possible to evaluate the individual contributions of each student.

(5) ¹Lecturers teaching the Business Management or Global Business Management degree programs as their main occupation pursuant to section 53 (4) **BayHIG** and staff on teaching assignments in the degree programs who are authorized to act as examiners shall be entitled to allocate subjects for and supervise Master's theses. ²The Examinations Committee shall have the right to grant exceptions.

(6) ¹The time between the selection of a subject and the submission of the Master's thesis shall be four months; the scope of the subject must be such that it can be dealt with within this period. ²The chairperson of the Examinations Committee shall have the right to extend the period for the Master's thesis by way of exception by a maximum of four weeks upon receiving a justified request. ³If a student submits a doctor's certificate proving that they are incapable of working on the Master's thesis, the period set for working on the thesis will be suspended temporarily. ⁴If the period for working on the thesis is suspended for a considerable period of time as defined in sentence 4 (12 months minimum), the Examinations Committee shall check whether the period for working on the thesis ought to be terminated due to ill health, in which case the Master's thesis shall be registered with a new topic once the student is well again. ⁵Sentences 3 and 4 shall apply accordingly in cases in which the student is prevented from working on the Master's thesis due to serious reasons beyond their control and outside their sphere of risk.

(7) ¹The subject may only be returned once with good reason and with the approval of the chairperson of the Examinations Committee within the first third of the period for thesis work. ²Otherwise the Master's thesis shall be graded 'nicht ausreichend' (unsatisfactory; 5.0) if the subject is returned; it shall be regarded as rejected.

(8) ¹The Master's thesis in the Master's degree program in Business Management shall be written in German; the Master's thesis in the Master's degree program in Global Business Management shall be written in English. ²The Examinations Committee shall decide on any exceptions at the student's request and in consultation with the supervisor. ³The Master's thesis shall include a declaration by the student confirming that the thesis is an original work, that no sources or materials other than the ones listed were used and that the Master's thesis has not been submitted to a different examination authority before. ⁴A list of sources shall be included in the Master's thesis; direct and indirect citations taken from publications or other sources must be indicated as such. ⁵If it is discovered that the declaration is false, the thesis shall receive the grade 'nicht ausreichend' (unsatisfactory; 5.0). ⁶The student must be enrolled at FAU during the period of thesis work. ⁷The Master's thesis shall be submitted in two hard copies as well as in machine-readable, electronic form to the Examinations Committee; the time of submission shall be recorded in writing. ⁸If the Master's thesis is not submitted in time, it shall be graded 'nicht ausreichend' (unsatisfactory; 5.0); it shall be regarded as rejected.

(9) ¹The Master's thesis is usually graded by the supervisor; Section 18 (2) shall apply accordingly. ²The chairperson of the Examinations Committee shall work towards the Master's thesis being graded within two months.

(10) ¹The Master's thesis shall be accepted if it receives at least the grade 'ausreichend' (sufficient). ²It shall be rejected if it receives the grade 'nicht ausreichend' (unsatisfactory).

(11) ¹If the Master's thesis is rejected or if it is regarded as rejected, it may be repeated once; a second repetition shall not be permitted. ²The student shall ensure that they receive a new subject for the repetition of the Master's thesis within the year following the announcement of the rejection; otherwise the Master's thesis shall be regarded as

having been failed at the final attempt; (3) sentence 2 shall apply accordingly. ³Paragraphs 1, paragraphs 3 to 6 and paragraphs 8 to 10 shall apply accordingly to the repetition of the Master's thesis; returning the subject shall not be permitted. ⁴The chairperson of the Examinations Committee may permit the student to submit a revised version of the Master's thesis within two months of the announcement of its rejection if this has not been ruled out by the examiner's review. If the Master's thesis was rejected on the basis of fraud or plagiarism, it may not be revised. ⁵If revision of the thesis is permitted, paragraph 1, paragraphs 3 to 6 and paragraphs 8 to 10 shall apply accordingly.

Section 27 Resit Examinations

(1) ¹With the exception of the Master's thesis, all module examinations can be repeated twice. ²The resit examination shall be limited to the examination or course achievement graded as 'nicht ausreichend' (unsatisfactory). ³The resit examination shall be taken at the next possible date, generally within six months. It must be taken within a period of twelve months at the latest. ⁴The student shall be considered as registered for the next resit examination. ⁵The resit period shall not be interrupted by de-registration or leave. ⁶If a student misses the resit examination or the resit deadline is not observed, the examination shall be deemed to have been failed unless the Examinations Committee grants the student a respite due to special reasons beyond the student's control. Section 7 (3) shall apply accordingly. ⁷Withdrawal pursuant to Section 10 (3) is not permissible. ⁸The standard deadlines pursuant to Section 7 shall continue to apply. ⁹The provisions regarding maternity leave, parental leave and caregiver leave (Section 7 (2)) shall apply.

(2) Voluntarily resitting a passed examination of the same module shall not be permitted.

Section 28 Accompanying Program, Additional Modules

(1) In addition to the compulsory curriculum pursuant to **Appendix 3** or **Appendix 4**, students can also attend optional seminars and excursions pursuant to the following provisions.

(2) ¹In the first semester, students ought to participate in a 3-day excursion to one of FAU's partner universities, for example the Sorbonne (Paris) or Charles University (Prague). ²The fees for this excursion are already covered by the tuition fees for the degree program. ³Other global business field trips, for example to China or India, can be arranged at an extra charge if enough students are interested.

(3) ¹As well as the compulsory curriculum pursuant to **Appendix 3** or **Appendix 4**, students can attend management skills training and complete additional modules within the examination deadlines set forth in Section 7. ²Additional modules pursuant to sentence 1 are not included in the final grade, but are shown in a separate section of the transcript of records. ³If the student files a request with the Examinations Committee at the latest eight weeks before certificates are issued, individual additional modules may be omitted from the final certificate. ⁴Additional modules as defined by sentences 1 to 3 are offered in selected topics, in particular in communications, presentation skills, negotiating, problem-solving, decision-making, self-coaching and stress management. ⁵Further information on modules available and examinations shall be announced according to local practice.

Section 29 Legal Validity, Transitory Provisions

(1) ¹These regulations shall come into effect on October 1, 2023. ²They shall apply to all students studying in accordance with the degree program and examination regulations for the degree programs for professional development in Business Management and Global Business Management at the School of Business, Economics and Society of Friedrich-Alexander-Universität Erlangen-Nürnberg (FAU) – **PO MBA BM / GBM** – dated September 2, 2020, last amended by statute of March 11, 2021, at the time the regulations come into effect and those students who start to study as of winter semester 2023/2024. ³Notwithstanding sentence 2, the amendments in Appendix 4 concerning the modules Accounting & Taxation and Digital Transformation & Data Analytics shall only apply to students starting the degree program for professional development in Global Business Management as of winter semester 2023/2024. ⁴Examinations in the previously valid version of these modules shall be offered for the last time in summer semester 2025. ⁵From this date onwards, those students who are affected by these modules no longer being offered in the current form shall take their examinations in accordance with the version of the degree program and examination regulations that is valid at that time.

(2) At the same time, the degree program and examination regulations for the degree programs for professional development in Business Management and Global Business Management at the School of Business, Economics and Society of Friedrich-Alexander-Universität Erlangen-Nürnberg (FAU) – **PO MBA BM / GBM** – dated September 2, 2020, last amended by statute of March 11, 2021, shall become invalid.

Appendix 1: Qualification Assessment Process

(1) The qualification assessment process shall be carried out as necessary, but at least once per year before the beginning of the winter semester.

(2) ¹Applications for admission to the qualification assessment process must generally be submitted in writing to the chairperson of the Examinations Committee by July 15 each year; late submissions shall be considered for the year group starting in the winter semester of the following year. ²Applications shall contain:

1. Cover letter and CV;
2. Proof of having completed an undergraduate degree pursuant to Section 6 (1), including transcript of records and diploma supplement;
3. Proof of proficiency in English equivalent to at least level B2 + of the Common European Framework of Reference for Languages (CEFR);
4. In the case of an application for the Master's degree program in Business Management: proof of proficiency in German equivalent to level B2 CEFR, in particular proof of passing level 2 of the Deutsche Sprachprüfung für den Hochschulzugang (DSH) or equivalent if the applicant has not completed their undergraduate degree or university entrance qualification in German;
5. Proof of previous work experience pursuant to Section 6 (2) (at least one year of relevant work experience is required, plus any additional practical experience) including any work references.

(3) ¹In accordance with Section 10, qualification assessment shall be the responsibility of the Examinations Committee of the Master's degree program in Business Management or Global Business Management. ²The Examinations Committee may transfer the task of coordinating and carrying out the process to individual members unless otherwise specified.

(4) ¹Admission to the qualification assessment process shall be subject to the timely and complete submission of the documents listed in (2). ²The qualification assessment process shall be carried out with those applicants who fulfill the requirements according to the provisions in (5) ff. ³Applicants who are rejected shall receive a rejection notification including reasons and information on legal remedies available.

(5) ¹All applicants admitted to the qualification assessment process pursuant to (4) shall be invited to a qualification assessment interview and the written documents they submit will be evaluated to determine whether they qualify for admission to the program. ²The admission committee can allocate a total of 100 points according to the following criteria and scales:

1. Grade achieved in undergraduate degree (max. 50 points);
2. Level of subject-specific English language skills (max. 10 points);
3. Qualification assessment interview pursuant to (7) (max. 40 points):
 - a) subject knowledge of management, in particular of planning, organization, controlling (max. 15 points);
 - b) Methodological skills regarding management, in particular planning, organization, controlling (max. 15 points);
 - c) Positive prognosis for successfully completing the Master's degree program based on the consistently high level of the applicant's achievements or evidence that the applicant's performance has clearly improved over their course of studies so far; discussion of results of applicant's undergraduate degree (based in particular on the transcript of records) (max. 10 points).

³The overall score is reached by adding the points scored for the individual criteria pursuant to sentence 2 in conjunction with (6) and (7) ⁴Applicants who achieve at least 70 points are classified as qualified and are admitted to the Master's degree program. ⁵All remaining applicants will receive a notification of rejection; this will specify the reasons for rejection and provide information on available legal remedies.

(6) ¹The assessment pursuant to (5)(2) nos. 1 and 2a is conducted according to the following criteria:

1. Grade of Bachelor's degree pursuant to (5) sentence 2 no. 1 (max. 50 points):

Grade of degree according to (2)(2)(2)	Points
1.0	50
1.1	49
1.2	48
1.3	47
1.4	46
1.5	45
1.6	44
1.7	43
1.8	42
1.9	41
2.0	40
2.1	39
2.2	38
2.3	37
2.4	36
2.5	35
2.6	34
2.7	33
2.8	32
2.9	31
3.0	30
3.1	29
3.2	28

2. Level of proficiency in English pursuant to (5) sentence 2 no. 2 (max. 10 points):
 - a) Applicants with language skills equivalent to level B2 (independent user) receive 2 points.

- b) Applicants with language skills equivalent to level C1 (proficient user) receive 6 points.
 c) Applicants who can demonstrate even greater proficiency in English obtained, for example, through stays abroad or from working in a multi-lingual company, or applicants who have a certificate for obtaining level C2 of the CEFR receive 10 points.

(7) ¹The qualification assessment interview pursuant to (5) sentence 2 no. 3 lasts approximately 30 minutes per applicant. ²The date shall generally be announced at least one week in advance. ³The date set for this interview shall be observed by the applicant. ⁴If an applicant should be unable to attend the qualification assessment interview due to reasons beyond their control, a second date may be set upon justified request up until two weeks before the start of the lecture period. ⁵The qualification assessment interview shall be held individually for each applicant. ⁶In justified, exceptional cases and with the applicant's approval, it may also be conducted as a video conference. ⁷The qualification assessment interview shall be conducted by at least one member of the Examinations Committee in the presence of an observer. ⁸The final point score of the qualification assessment interview is the arithmetic average of the individual ratings according to sentence 10 in conjunction with sentence 12. Any positions after the decimal point resulting from the calculation are rounded up. ⁹The applicants' performance in the individual parts of the qualification assessment interview is assessed as follows:

1. Subject knowledge of management, in particular of planning, organization, leadership, controlling (max. 15 points)

Skills level	Points
No basic subject knowledge (No knowledge of subject content relating to management, in particular planning, organization, leadership, controlling)	0
Basic subject knowledge (Taxonomy levels knowledge and understanding; applicants can describe and explain subject matter relating to management, in particular planning, organization, leadership and controlling).	1–5
Advanced subject knowledge (Taxonomy levels knowledge, understanding, application and analysis; applicants can describe, explain, transfer and discuss subject matter relating to management, in particular planning, organization, leadership and controlling).	6–10
Specialist subject knowledge (Taxonomy levels knowledge, understanding, application, analysis, evaluation and creation; applicants can describe, explain, transfer, discuss, analyze and create subject matter relating to management, in particular planning, organization, leadership and controlling).	11–15

2. Methodological skills regarding management, in particular planning, organization, controlling (max. 15 points):

Skills level	Points
No methodological skills (No knowledge of management methods)	0
Basic methodological skills (Taxonomy levels knowledge and understanding; management methods can be described and explained)	1–5
Advanced methodological skills (Taxonomy levels knowledge, understanding, application and analysis; management methods can be described, explained, transferred and discussed)	6–10
Specialist methodological skills (Taxonomy levels knowledge, understanding, application, analysis, evaluation and creation; management methods can be described, explained, transferred, discussed, assessed and created)	11–15

3. A positive prognosis based on improving progress during student's previous course of studies (max 10 points).

Prognosis	Points
No positive prognosis (No indication that performance has improved)	0
Slightly positive prognosis (Indication that performance has improved slightly, or performance which has been average or sufficient from the outset)	2–4

Fairly positive prognosis (Indication that performance has improved to a fairly good extent, or performance which has been good from the outset)	6–8
Strongly positive prognosis (Indication that performance has improved considerably, or performance which has been outstanding from the outset)	9–10

(8) ¹Documentation shall be produced on the type and schedule of the qualification assessment process, showing the date, duration and place of the assessment, the names of the Examinations Committee members, the names of the applicants, the decision of the Examinations Committee members and the overall score. ²The main reasons for the decision shall be apparent from the documentation.

(9) ¹The qualification assessment process shall be adjusted to take into account the nature and extent of a student's disability. ²Students with a doctor's certificate showing credibly that they are either partially or fully incapable of sitting the examination in the intended manner due to long-term or permanent disabilities which do not affect the performance which is being tested shall be entitled to be granted permission by the chairperson of the Examinations Committee to have this disadvantage offset by working time being extended accordingly or the examination process being structured differently. However, care must be taken to ensure that the examination is still suitable to provide evidence of skills which are being assessed by the examination. ³Sentences 1 and 2 shall apply accordingly to students in special circumstances, the effects of which on the student's ability to sit the examination are similar to a longer illness or disability as stated above in sentence 2.

(10) ¹Confirmation of passing the qualification assessment process for the Master's degree program for professional development in Business Management or Global Business Management shall remain valid indefinitely, provided this program has not been changed significantly. ²Applicants who did not qualify for admission to the Master's degree program may apply to repeat the qualification assessment process on the basis of the documents submitted for the first application one more time.

(11) Applicants shall bear their own costs for the qualification assessment process.

Appendix 2: Suitability Assessment Examination

(1) ¹The suitability assessment examination shall demonstrate whether applicants' qualifications required in addition to their undergraduate degree (basic level: 180 ECTS credits) mean that they have reached a level equivalent to the 240 ECTS credits required for admission to the Master's degree program in Business Management or Global Business Management. ²The suitability assessment examination shall generally be carried out at the same time as the qualification assessment process according to **Appendix 1**; (1), (3), (5) sentences 3 to 7, and (6) to (9) of **Appendix 1** shall apply accordingly.

(2) ¹During the suitability assessment examination, which takes the form of an oral examination lasting approximately 40 minutes, it shall be determined whether the applicant has acquired skills relevant to the Master's degree program outside of higher education that are equivalent to 60 ECTS credits. ²It shall cover the following areas, each of which are weighted as indicated in the final evaluation: subject knowledge (1/3), methodological skills (1/3), personal skills (1/6) and social skills (1/6). ³Applicants shall prepare for the oral examination using a template provided by the degree program relating to the skills areas and attach suitable proof. ⁴The level of skill may be proven through:

- a) previous work experience, in particular management duties
- b) international work experience
- c) previous professional development activities, additional examinations
- d) evaluations received at work, letters of recommendation, employer evaluations

- e) certificates
- f) other forms of proof.

⁵Documents are to be submitted with the application for the degree program according to **Appendix 1 (2)**.

(3) ¹In the oral examination the applicant shall be asked questions relevant to their previous qualification and on the proof presented as evidence of the skills listed in sentence 2.

²The following abilities within the individual areas shall be the focus of the assessment:

1. Subject knowledge: delegation skills, time management, network creation skills, presentation skills with regard to functional management
2. Methodological skills: analytical and problem solving ability, ability to grasp new information, decision making skills, analytical skills, organizational skills with regard to business issues
3. Personal skills: ability to deal with criticism, independence, ambition/goal orientation in a business context
4. Social skills: management skills, communication skills, conflict resolving skills, team skills

(4) ¹The Examinations Committee shall evaluate each ability on a five-point scale based on the level reached and expressed as a percentage. ²The scale shall be as follows:

1. Beginner = 0%
2. Somewhat experienced = up to and including 25%
3. Experienced = up to and including 50%
4. Very experienced = up to and including 75 %
5. Expert = up to and including 100%

³The suitability assessment examination shall be evaluated as passed if the average of all assessed skills in the individual areas is at least 60%. ⁴**Appendix 1 (5)(8) to (5)(10) and (5)(14)** shall apply accordingly.

Appendix 3: MBA Business Management Study Plan

Module name	Teaching unit	SWS (se- mes- ter hours)				ECTS credits	1st sem.	2nd sem.	3rd sem.	Type and scope of the examina- tion/course achievement	
		L	T	P	S		ECTS credits	ECTS credits	ECTS credits		
Strategy	Strategy				x	5	5			Presentation 60 minutes	
Leadership	Leadership				x	5	5			Strategy concept (6-10 pages) and presentation 20 minutes	
Accounting	Accounting				x	5	5			Written examination 90 minutes	
Controlling	Controlling				x	5	5			Written assignment (10-15 pages) and presentation (20 minutes)	
Finance	Finance				x	5		5		Written examination 90 minutes	
Marketing	Marketing				x	5		5		Case study: Presentation 60 minutes and 25 pages	
Operations	Operations				x	5		5		Written examination 90 minutes	
Innovation	Innovation				x	5		5		Case study: Presentation 60 minutes and 25 pages	
Data and Process Analytics	Data and Process Analytics				x	5			5	Concept paper (6-10 pages) and presentation 20 minutes	
Master's thesis						15			15	Written thesis, approx. 50–80 pages in length	
Total SWS (semester hours): 31.5						Total ECTS credits: 60	20	20	20		

Appendix 4: MBA Global Business Management Study Plan

Module name	Lecture	SWS (semester hours)				ECTS credits	1st sem.	2nd sem.	3rd sem.	Method of examination	
		L	T	P	S		ECTS credits	ECTS credits	ECTS credits		
Strategy	Strategy				x	5	5			Presentation (60 minutes)	
Leadership	Leadership				x	5	5			Strategy concept (6-10 pages) and presentation 20 minutes	
Accounting & Taxation	Accounting & Taxation				x	5	5			Written examination (90 minutes)	
Controlling	Controlling				x	5	5			Term paper (10-15 pages) and presentation (20 minutes)	
Finance	Finance				x	5		5		Written examination (90 minutes)	
Marketing	Marketing				x	5		5		Case study: presentation 60 minutes and 25 pages	
Operations	Operations				x	5		5		Written examination (90 minutes)	
Innovation	Innovation				x	5		5		Case study: presentation 60 minutes and 25 pages	
Digital Transformation & Data Analytics	Digital Transformation & Data Analytics				x	5			5	Concept paper (6-10 pages) and presentation (20 minutes)	
Master's thesis						15			15	Written work of 50-80 pages	
Total SWS: 31,5						Total ECTS credits: 60	20	20	20		

