

These examination regulations have been worded carefully to be up to date; however, errors cannot be completely excluded. The official German text available at the Examinations Office is the version that is legally binding.

**Examination regulations for the
MBA Programme Business Management
at the School of Business and Economics
of Friedrich-Alexander-Universität Erlangen-Nürnberg**

Dated 13 November 2013

Based on Section 13 (1)(2), Section 43 (5)(2), Section 61 (2)(1) of the Bavarian Higher Education Act (Bayerisches Hochschulgesetz, BayHSchG), the University of Erlangen- Nürnberg enacts the following examination regulations:

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Section 1 Scope, purpose of the Master's examination

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

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

- are able to process relevant issues related to business practice in the subjects examined to a reasonable extent 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 Degree Titles

The student is conferred the degree Master of Business Administration (abbreviated MBA) after passing the Master's examination.

Section 3 Standard Duration of Studies and Programme Organisation

(1) The standard duration of studies shall be three semesters.

(2) Courses/examinations may also be held in English.

(3) ¹The Master's degree programme is concluded with the Master's examination. ²It consists of examinations in all modules in **Appendix 3** including the Master's thesis module which must be taken during the lecture period or directly after the module.

Section 4 ECTS Credits

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

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

Section 5 Modularisation, Course Credit Certificates

(1) ¹The degree programme consists of modules for which students are awarded ECTS credits. ²One module is a chronologically connected and self-contained teaching and learning unit the contents 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 coursework achievement. ³In exceptional cases, this examination can also consist of several partial ex-

aminations if the subject warrants it. ⁴Module examinations are conducted during the lecture period or following the last lecture or seminar of a module.

(3) ¹Examination achievements and course achievements measure the student's success. ²Examination achievements are graded. ³In the case of course achievements, the assessment may be limited to the successful participation in or passing/failing the module.

(4) ¹ECTS credits shall only be given for achievements in the professional development programme Business Management that are awarded the grade 'ausreichend' (sufficient, 4.0) or better. ²A total of 60 ECTS credits must be obtained, consisting of 45 ECTS credits for course achievements and examination achievements completed during the programme and 15 ECTS credits for the Master's thesis.

Section 6 Admission Requirements

Qualification for the Master's degree programme shall be proved through:

1. an undergraduate degree from a university or an equivalent German or non-German qualification in business or in engineering with elements of business, generally with a standard duration of studies of eight semesters and consisting of 240 ECTS credits or, in exceptional cases, with a standard duration of studies of at least six semesters and consisting of 180 ECTS credits plus a pass in the suitability assessment examination described in **Appendix 2** in order 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**

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 respective standard duration of the degree programme. 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 for good if 60 ECTS credits were not obtained from the modules of the Master's degree programme 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 periods of protection according to Sections 3, 4, 6 and 8 of the Maternity Protection Act (Mutterschutzgesetz – MuSchG) in the version published on 20 June 2002 (BGBl I S 2318 [German Federal Law Gazette I p. 2318]) as amended from time to time and according to the periods set forth in the Parental Allowance and Parental Leave Act (Bundeselterngeld- und Elternzeitgesetz – BEEG) of 5 December 2006 (BGBl I S. 2748 [German Federal Law Gazette I p. 2748]) as amended from time to time.

(3) ¹The reasons according to Paragraphs 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 incapability to sit the examination occurring before or during the examination, the examiner shall be notified immediately; in cases where the student is unable to sit an examination due to illness, a certificate from an official medical examiner may be required.

Section 8 Examinations Committee

(1) ¹The Examinations Committee shall organise and carry out the examinations. ²The Examinations Committee shall have three members that are professors; they shall be chosen by the School Council of the School of Business and Economics. ³The Examinations Committee shall elect one of its members as the chairperson and shall select alternative representatives. 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 organisation of the examinations. ²Its duties include ensuring that the provisions of these examination regulations are observed. ³With the exception of the examinations and examination results, all decisions shall be taken by the Examinations Committee. ⁴It shall send out the examination notifications in particular, 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 duration of studies and, where applicable, provide input on amendments to the examination regulations. ⁶The members of the Examinations Committee shall have the right to be present during the examinations.

(4) ¹The Examinations Committee shall have a quorum when all members are summoned observing a notice period of at least three days and the majority of members is 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.

(5) ¹The chairperson shall call the meetings of the Examinations Committee. ²She or he shall be entitled to take decisions that cannot be delayed by herself or himself on the Examinations Committee's behalf. 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 revocably charge the chairperson with carrying out individual tasks.

(6) ¹Official notifications in matters pertaining to examinations that may result in the infringement upon a person's rights 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 finalised. ³The Examinations Committee shall have the right to rule that grade notifications may be made public in the form of a bulletin or may be sent out in digital form. ⁴The president shall issue the notification of objection; in questions of

examination legislation following consultation with the Examinations Committee and after hearing the examiners.

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

(1) ¹ The Examinations Committee shall appoint the examiners and observers who shall usually be lecturers of the appropriate subjects. ²Only professors and other persons fitting the description in Section 62 (1) of the Bavarian Higher Education Act (BayHSchG) in conjunction with the Bavarian Higher Education Examiners Act (BayHSchPrüferV) as amended from time to time shall be eligible for appointment as examiners. ³ Persons who have completed the degree programme in question or a degree programme related to it shall be eligible for appointment as observers. ⁴Observers shall be research associates (wissenschaftliche Mitarbeiter) as their primary occupation.

(2) A change of examiners shortly before the start of an examination shall be permissible on urgent grounds.

(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 41 (2) BayHSchG.

(4) ¹The Examinations Committee's meetings shall not be public. ²Members of the Examinations Committee shall be obliged to maintain confidentiality (Section 18 (3) BayHSchG).

Section 10 Admission to the Master's Degree Programme

The evaluation of the qualification and admission requirements for the Master's degree programme shall be the responsibility of the Examinations Committee.

Section 11 Accreditation of Skills

(1) ¹Study periods, modules, course and examination achievements achieved at other public or state-approved universities in the Federal Republic of Germany, through successful participation in a distance course as part of a degree programme at a public or state-approved university in the Federal Republic of Germany, or in degree programmes at foreign universities shall be accredited according to these examination regulations unless there are significant differences in the skills acquired. ²The same shall apply to study period, course and examination achievements achieved at a public or state-approved university in Bavaria in the course of other study programmes within the meaning of Section 56 (6)(1) and (2) BayHSchG, in special study programmes within the meaning of Section 47 (3)(1) BayHSchG, or at the Virtual University of Bavaria.

(2) ¹Skills acquired in the course of successfully completed vocational training, courses of secondary education or other specific courses within the meaning of Section 56 (6)(3) BayHSchG, or any other vocational practice may be accredited if they

are equivalent to skills acquired through university studies. 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 18. ²If the grading system applied in the examinations sat at the university or equivalent institution of higher education and accredited by FAU Erlangen-Nürnberg is not identical to the grading system set forth in Section 18, the grades achieved at other universities shall usually be converted according to the following formula:

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

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, the Examinations Committee usually determines a system by which to calculate the grades.

(4) ¹The documents needed for this accreditation shall be submitted to the chairperson of the Examinations Committee. ²If the conditions set forth in Paragraphs 1 to 2 are met, the student shall have a legal claim to accreditation. ³The decision shall rest with the chairperson of the Examinations Committee after consultation with the department representative appointed by the department in question. ⁴The decision shall be issued in writing.

Section 12 Breach of Regulations, Fraud

(1) ¹In case of an attempt to commit fraud or to influence the result of an examination through the use of unauthorised materials, the examination in question shall be graded as 'nicht ausreichend' (unsatisfactory; 5.0). ²Persons who disturb the orderly examination process may be excluded from continuing the examination by the authorised examiner or the supervising person; in this case the examination achievement in question shall be considered to be 'nicht ausreichend' (unsatisfactory; 5.0). ³Sentences 1 and 2 shall apply to course achievements accordingly.

(2) The decision on exclusion from further participation in the examination shall rest with the Examinations Committee.

Section 13 Revocation of Degrees

The revocation of degrees shall be governed by Section 69 BayHSchG.

Section 14 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 ex officio as stipulated in Paragraph 1.

Section 15 Time, Type and Duration of Examinations, Withdrawal, Resit Examinations

(1) ¹All students enrolled in the Master's degree programme shall be considered admitted to the Master's examination and the module examinations unless there is a reason for admission to be refused. ²Admission is to be refused if the student has ultimately failed to provide the forms of proof required by these examination regulations or not provided them within the deadline, if the student has failed the Diplom or Master's examination in a subject-related degree programme for good or if the student has been de-registered and no longer has the right to sit examinations. (3) The Master's examination shall consist of:

1. the course achievements and examinations achievements that are to be completed during the programme as detailed in the study plan
2. the Master's thesis

according to **Appendix 3**. ⁴All modules must be completed with a minimum grade of 'ausreichend' (sufficient).

(2) ¹Deadlines for examination achievements shall be set by the examiner responsible by the beginning of the course at the latest and with the Examinations Committee's agreement. ²Participation in a course means that the student is obliged to participate in the corresponding examination.

(3) The types and dates of examinations shall be published at the beginning of each module according to local practice.

(4) ¹An examination achievement shall receive the grade 'nicht ausreichend' (unsatisfactory; 5.0) if the student does not attend the examination. ²Reasons for not attending an examination that are beyond the student's control shall be explained in writing and shown credibly to the Examinations Committee without delay. ³If the Examinations Committee accepts the reasons, a new date shall be appointed. ⁴In cases where the student is unable to sit an examination due to illness, the Examinations Committee may demand that the student submit a certificate from an official medical examiner (vertrauensärztliches Attest). ⁵In case of withdrawal from an examination due to illness after the examination has started, the student must submit a certificate from an official medical examiner to the Examinations Committee without delay.

(5) ¹Failed examination achievements must be resat on the next available examination date. ²All examination achievements that are to be completed during the programme may be resat twice; the Master's thesis may be repeated once. ³Students may not resit examinations that they have already passed for the same module. ⁴The resit period shall not be interrupted by de-registration or leave. ⁵If a student misses the resit examination or the resit period is not observed, the examination shall be deemed to have been failed for good unless the Examinations Committee grants the

student a respite due to special reasons beyond the student's control. ⁶The provisions regarding maternity protection and parental leave [Section 7 (2)] shall apply.

Section 16 Written Examination

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. ²Written examinations may take the form of a traditional written examination, case study work, or the creation of a business plan. ³The evaluation of written examination achievements shall be carried out by an examiner. ⁴If a written examination is graded as 'nicht ausreichend' (unsatisfactory), it shall be presented to a second examiner for evaluation. ⁵In case of differing evaluations, the mean of the two grades shall be calculated according to Section 18 (1)(7).

Section 17 Oral Examination

(1) ¹In oral examinations students are required to prove that they grasp the context of their subject and can handle specific questions in this context. ²Oral examinations shall generally be conducted by an examiner in the presence of an observer with knowledge of the subject, and shall take the form of a group examination (maximum of six examinees) or an individual examination.

(2) ¹In oral examinations every examiner shall determine the grade according to Section 18 in the presence of several authorised examiners ²In case of differing evaluations, the mean of the two grades shall be calculated according to Section 18 (1)(7).

(3) ¹Minutes shall be recorded for oral examinations; they shall include the following: time, date and duration of the examination; subject and result of the examination; the names of the examiners, the observer and the student; and any special occurrences. ²The minutes shall be signed by the authorised examiner and the observer. ³The minutes shall be kept in the examination records for a minimum of two years. ⁴The student shall be informed of the result of a given oral examination directly after the examination.

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

Section 18 Evaluation of Examinations, Grade Scale, Final Grade

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

sehr gut (excellent)	=	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 fulfils average requirements
ausreichend (sufficient)	=	3.7 or 4.0	=	an achievement that fulfils the requirements despite flaws
nicht ausreichend (unsatisfactory)	=	4.3 or 4.7 or 5.0	=	an achievement that no longer fulfils requirements due to considerable flaws

²Other grades are not permitted. ³An examination has been passed if it has received at least the grade 'ausreichend' (sufficient). ⁴For ungraded examinations the rating shall be 'pass' or 'fail', or 'successfully completed' or 'not successfully completed'. ⁵A module examination is passed when all partial achievements have been passed. ⁶If an examination has several examiners or several partial achievements, the total grade is calculated from the weighted average of the individual grades. ⁷One decimal place shall be shown in the calculation of the grade; further decimal places shall be omitted without being rounded.

(2) ¹The final grade of the Master's examination is:
at an average of up to 1.5 = sehr gut (very good)
at an average 1.6 to 2.5 = gut (good)
at an average 2.6 to 3.5 = befriedigend (satisfactory)
at an average 3.6 to 4.0 = 'ausreichend' (sufficient)

²The overall grade in the Master's examination shall be calculated as the arithmetic average of the module grades and the Master's thesis grade weighted according to the number of ECTS credits.

Section 19 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 after the fact 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 wilfully and if this fact only became 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 certificate shall be withdrawn; a new certificate shall be issued if applicable. ²A decision according to Paragraph 1 shall be excluded after a period of five years starting with the certificate's date of issue.

Section 20 Inspection of Examination Records

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

(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 without any fault of their own shall be granted restitutio in integrum according to Section 32 of the Bavarian Administrative Procedures Act (BayVwVfG) as amended from time to time. ³The chairperson of the Examinations Committee shall determine the time and date of the inspection.

Section 21 Degree Certificate

(1) ¹Students who have successfully completed the Master's examination shall receive a signed report, a transcript of records, and a diploma supplement specifying the modules and module grades, the Master's thesis grade and topic along with the name of the supervisor, and the final grade of the Master's degree within six weeks after evaluation of the final examination achievement. ²Examinations achievements completed at a partner university shall be indicated as such. ³On the student's request the duration of their studies shall be included in the report. ⁴The report and transcript of records list all modules attended; the report and the transcript of records may be combined into one document. ⁵The transcript of records and the diploma supplement shall be issued in English and German. ⁶Further details on the diploma supplement, in particular regarding its content, shall be determined by the Examinations Committee.

(2) In addition to the report the candidate shall receive a Master's degree certificate signed by the chairperson of the Examinations Committee confirming that they have been awarded the degree 'Master of Business Administration'.

Section 22 Notification on Failed Examinations

Upon request and submission of the required certificates as well as the de-registration certificate, students who have failed the Master's examination for good shall receive a written confirmation showing that the examination was failed, which grades were achieved in the individual module examinations and which examination achievements are still missing.

Section 23 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 in part or fully incapable of sitting the examination in the intended manner due to long-term or permanent physical disabilities shall be entitled to have the permission of the chairperson of the Examinations Committee to carry out equivalent coursework or examinations in a different form.

(2) Adjustments to examination arrangements may be made for pregnant students, if the student submits an application to the Examinations Committee responsible within four weeks before the examination date. This application shall be accompanied by a medical certificate confirming that the student will be at least 30 weeks pregnant by the examination date.

(3) ¹Decisions according to Paragraphs 1 and 2 shall only be made upon written request by the chairperson of the Examinations Committee. ²Applications 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 24 Master's Thesis

(1) ¹The Master's thesis is supposed 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 is worth 15 ECTS credits; it may not to any significant degree be identical to a previously submitted Diplom, Bachelor's or Master's thesis.

(2) ¹The Examinations Committee shall allocate the subject of the Master's thesis and assign a supervisor upon the student's application. ²The application may be submitted after passing five modules at the earliest. ³Proof of modules that have been passed must be submitted with the application.

(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) ¹ It 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) ¹Full-time lecturers of the Business Management degree programme shall be entitled to allocate subjects for and supervise Master's theses. ²The Examinations Committee shall have the right to grant and regulate exceptions.

(6) ¹The time between the selection of a subject and the submission of the Master's thesis shall not exceed 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 for thesis work shall be held in abeyance.

(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) when the subject is returned; it shall be regarded as rejected.

(8) ¹The Master's thesis must be written in German; the Examinations Committee shall decide on any exceptions at the student's request and in consultation with the supervisor. ²The Master's thesis shall include a declaration by the student confirming that the thesis is an original work, that no other sources or materials than the ones listed were used and that the Master's thesis has not been submitted to a different examination authority before. ³A list of sources is to be included in the Master's thesis; direct and indirect citations taken from publications or other sources must be indicated as such. ⁴If it is discovered that the declaration is false, the thesis shall re-

ceive the grade 'nicht ausreichend' (unsatisfactory; 5.0). ⁵The student must be enrolled at the University of Erlangen-Nürnberg during the period of thesis work. ⁶The Master's thesis shall be submitted in two copies as well as in machine-readable, electronic form to the Examinations Committee; the time of submission shall be recorded in writing. ⁷If 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 16 (2) to (4) 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 for good; Paragraph 3 (2) shall apply accordingly. ³Paragraphs 1–10 shall apply accordingly for the repetition of the Master's thesis; returning the subject shall not be permitted. ⁴The chairperson of the Examinations Committee may, if this is not impossible according to the reviews and with the student's approval, permit the student to submit a revised version of the Master's thesis within four months of the announcement of its rejection; in the case of revision, Paragraphs 1–10 shall apply accordingly.

Section 25 Legal Validity, Transitory Provisions

(1) ¹These examination regulations shall come into effect on the day after their publication. ²They shall first apply to students starting the professional development programme Business Management in the winter semester 2013/2014.

(2) ¹The examination regulations of 30 June 2003 in the version of 4 March 2010 shall continue to apply for students already studying the professional development programme Business Management. ²The examination regulations of 30 June 2003 in the version of 4 March 2010 shall cease to be in force as of 1 October 2016.

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 15 July each year; applications submitted late shall be considered for the year group starting in the winter semester of the following year. ²The application shall contain:

1. Letter of application, CV, certificates including transcript of records and diploma supplement

2. Proof of any periods spent studying abroad (lasting at least 3 weeks and with proof of achievements) and proof of English proficiency of at least level B2+ (Common European Framework of Reference for Languages)
3. Proof of level 2 in the Deutsche Sprachprüfung für den Hochschulzugang (DSH) examination or relevant proof of German proficiency for applicants whose native language is not German and for applicants from non-German speaking countries
4. Proof of previous work experience (at least one year of relevant work experience is required, plus any additional practical experience) including any work references

(3) ¹In accordance with Section 8, qualification assessment shall be the responsibility of the Examinations Committee of the Master's degree programme Business Management. ²The Examinations Committee may transfer the task of co-ordinating and carrying out the process to individual members unless otherwise stated.

(4) ¹ Admission to the qualification assessment process shall be subject to the timely and complete submission of the documents listed in Paragraph 2 and fulfilment of the requirements in Section 6 (1) and (2). ²Applicants who are rejected shall receive a rejection notification including reasons and information on legal remedies available.

(5) ¹The remaining applicants shall be subject to a qualification assessment process consisting of an interview and an evaluation of the quality of their undergraduate degree. ²The qualification assessment interview shall last approximately 30 minutes; a maximum of 50 points may be awarded. ³The date shall generally be announced at least one week in advance. ⁴The date set for this interview shall be observed by the applicant. ⁵If 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. ⁶The qualification assessment interview shall be held individually for each applicant. ⁷In justified, exceptional cases and with the applicant's approval, it may also be conducted via video phone. ⁸The qualification assessment interview shall be conducted by at least one member of the Examinations Committee in the presence of an observer. ⁹Insofar as the qualification assessment interview is conducted by several members of the Examinations Committee, each member shall allocate a maximum of 50 points to the results of the qualification assessment interview. ¹⁰The final point score of the qualification assessment interview is the arithmetic average of the individual ratings according to Sentence 9, with positions after the decimal point resulting from the calculation being rounded up. ¹¹The following criteria, weighted as indicated, shall be assessed in the qualification assessment interview:

1. subject knowledge of management, in particular of planning, organisation, controlling (max. 20 points)
2. quality of subject-related language proficiency/experience abroad (max. 10 points)
3. prospects of increasing success in studies based on previous achievements (max. 20 points)

¹²The quality of the degree according to Section 6 (1) shall be evaluated with a maximum of 50 points. ¹³Applicants who have received 70 or more points (sum of the points for the individual criteria) shall be deemed qualified.

¹⁴Applicants with less than 70 points shall receive a rejection notification including reasons and information on the legal remedies available.

(6) 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.

(7) 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 in part or fully incapable of sitting the examination in the intended manner due

to long-term or permanent physical disabilities shall be entitled to have the permission of the chairperson of the Examinations Committee to carry out examinations in a different form.

(8) Applicants who did not qualify for admission to the Master's degree programme may apply for repetition of the qualification assessment process once.

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 programme Business Management. ²The suitability assessment examination shall generally be carried out at the same time as the qualification assessment process according to **Appendix 1**; Sections 1, 3, 7 and 8 of **Appendix 1** shall apply accordingly.

(2) ¹During the suitability assessment examination, an oral examination lasting approximately 40 minutes, it shall be determined whether the applicant has acquired skills relevant to the Master's degree programme outside of higher education that are equivalent to 60 ECTS credits. ²It shall cover the following areas, weighted as indicated in the 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 the template provided by the degree programme [see *annex*] relating to the skill 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 programme 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, organisational 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.

Annex: Template for Applicants

Section 1: Subject knowledge (with regard to functional management)	Proof of skills including description of content and dates, as well as reference to evidence (work references, certificates, etc.)
<p><u>Delegation skills</u></p> <p>I can assign tasks to the right people and control the achievement of the aims of these tasks.</p>	<p><i>'Text field'</i></p>
<p><u>Time management</u></p> <p>I am able to divide up the time available in such a way that all sub-tasks are completed on time.</p>	
<p><u>Network creation skills</u></p> <p>I am able to create and make use of a network of skills.</p>	
<p><u>Presentation skills</u></p> <p>I am familiar with the technical resources and rhetorical devices needed to design discussions and presentations and can present content convincingly.</p>	

Section 2: Methodological skills (with regard to business issues)	Proof of skills including description of content and dates, as well as reference to evidence (work references, certificates, etc.)
<p><u>Ability to analyse and solve problems</u></p> <p>I am able to recognise and structure (new) tasks, collect corresponding information, evaluate this information and develop suggestions for solutions.</p>	<p><i>'Text field'</i></p>
<p><u>Ability to grasp new information</u></p> <p>I am able to grasp new information quickly.</p>	
<p><u>Decision making skills</u></p> <p>I can deal with the relevant alternatives objectively, evaluate them and make a decision.</p>	
<p><u>Analytical skills</u></p> <p>I am able to consider how my thoughts or problem-solving strategies affect other areas.</p>	
<p><u>Organisational skills</u></p> <p>I can plan and develop processes.</p>	

Section 3: Personal skills (in a business context)	Proof of skills including description of content and dates, as well as reference to evidence (work references, certificates, etc.)
<u>Ability to deal with criticism</u> <u>I am able to accept criticism objectively and work to make improvements.</u>	
<u>Independence</u> <u>I can solve problems without additional assistance and work independently.</u>	
<u>Determination/goal orientation</u> <u>I am able to consistently achieve what I have set out to do and do not allow myself to be distracted.</u>	

Section 4: Social skills	Proof of skills including description of content and dates, as well as reference to evidence (work references, certificates, etc.)
<u>Management skills</u> <u>I can (successfully) manage a group of people under consideration of the tasks and employees involved.</u>	
<u>Communication skills</u> <u>I am able to express myself clearly and comprehensively, and present arguments convincingly.</u>	
<u>Conflict resolution skills</u> <u>I am able to approach conflicts objectively and find a workable consensus.</u>	
<u>Team skills</u> <u>I can co-operate and actively participate in a group in order to reach a common goal.</u>	

Appendix 3: MBA Business Management Study Plan

Module name	Course	SWS				ECTS	1st sem.	2nd sem.	3rd sem.	Type and scope of the examination/ course achievement	
		L	T	P	S		ECTS	ECTS	ECTS		
Strategy	Strategy				x	5	5			Case study work: 3 case studies	
Leadership	Leadership				x	5	5			Case study work: 3 case studies	
Accounting	Accounting				x	5	5			Written examination, 60 min.	
Controlling	Controlling				x	5	5			Case study work: 3 case studies	
Finance	Finance				x	5		5		Written examination, 60 min.	
Marketing	Marketing				x	5		5		Case study work: 3 case studies	
Operations	Operations				x	5		5		Written examination, 60 min.	
Innovation	Innovation				x	5		5		Creation of a business plan	
Managerial Economics	Managerial Economics				x	5			5	Written examination, 60 min.	
Master's thesis						15			15	Written thesis, approx. 50–80 pages in length	
Total SWS (semester hours per week): 31.5						Total ECTS credits: 60		20	20	20	

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Erlangen, 13 November 2013

Prof. Dr. Karl-Dieter Gröske
President

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