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.

Degree programme and examination regulations for the Organizational Development and Human Resources degree programme for working professionals at Friedrich-Alexander-Universität Erlangen-Nürnberg (FAU)

(PO M. A. OEPE)
Dated 7 March 2017

amended by statutes of
12 June 2017

Based on Section 13 (1)(2), Section 45 (5)(2) and Section 61 (2)(1) of the Bavarian Higher Education Act (Bayerisches Hochschulgesetz, BayHSchG), FAU enacts the following examination regulations:

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Section 1 Purpose of Examination, Learning Objectives, Master's Degree

(1) The Master's examination serves to provide evidence of knowledge in the area of organizational development and human resources as well as the ability to analyse, plan and support learning processes in companies. The programme is designed for study alongside employment as a degree programme for working professionals.

(2) The aim of the degree programme is to provide students with methods and concepts to improve their skills in organizational development and human resources. The degree programme includes research elements to help students gain a better understanding of organizational structures and improve their analysis and reflection skills. The degree programme has a stronger focus on practical application, relating to the students' individual professional experience.

(3) The student is conferred the degree Master of Arts (abbreviated MA) after passing the Master's examination. The degree may be used with the addition '(FAU Erlangen-Nürnberg)'.

Section 2 Qualification for a Master's Degree Programme

(1) The qualifications required for admission to the Master's degree programme in Organizational Development and Human Resources are as follows:

1. A degree with a minimum grade of 3.0 awarded by an institute of higher education (Diplom, Magister, Staatsexamen, Master's or Bachelor's degree) or an equivalent qualification awarded in Germany or abroad, provided the qualifications do not differ significantly from the required qualifications

2. Relevant professional experience as set forth in (2) of at least one year after completing studies pursuant to (1)

3. Successfully completing the qualification assessment process as described in Appendix 1.

(2) Relevant professional experience within the meaning of (1) (2) can in particular have been gained by employment in the area of organizational development and human resources (e.g. HR officer, manager, consultant or project manager). In exceptional instances other professional occupations may be accepted as evidence of suitable professional experience if it can be proven that skills equivalent to those required for the above occupations have been acquired. Professional experience will be considered equivalent if the applicant is or was responsible for tasks (in an advisory, coordinating or planning capacity) which can be seen as belonging to the area of responsibilities covered by organizational development and human resources or if they have completed relevant professional development training during their employment (e.g. project management, staff management, change management).
Section 3 Master's Degree Programme, Standard Duration of Studies, Start of Degree Programme, Teaching and Examination Language

(1) 1The Master's degree programme is concluded with the Master's examination. 2The Master's examination consists of all module examinations throughout the degree programme and the Master's thesis pursuant to Appendix 2. 3A total of 120 ECTS credits is required to successfully complete the degree programme. 4The total number of ECTS credits for each module and their weighting is detailed in Appendix 2.

(2) The standard duration of study shall be four semesters.

(3) The degree programme may only be started in the winter semester.

(4) 1The teaching and examination language in the professional development programme Organizational Development and Human Resources is German. 2Individual lectures and examinations may be held in English; further details are stipulated in the module handbook. 3In any case of uncertainty, the examination language shall be the same as the teaching language.

Section 4 ECTS Credits

(1) 1The degree programme and examinations are based on the European Credit Transfer and Accumulation System (ECTS). 20 ECTS credits are awarded for the semester. This does not include the 40 credits for practical professional experience pursuant to the accreditation process. 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

(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 course achievement. 3In exceptional cases, this examination can also consist of several partial examinations or parts of examinations or a combination of examination and course achievements if the subject warrants it. 4ECTS credits shall only be given for successful participation in modules that can be determined in an individual, separately identifiable performance in an examination. 5Module 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 student's success. 2They may be written, oral, electronic, or in a different form. 3Examination achievements are graded. 4In the case of course achievements, the assessment may be limited to passing/failing the module.

(4) Enrolment in the professional development programme Organizational Development and Human Resources at the University of Erlangen-Nürnberg is a requirement
Section 6 Examinations Committee

(1) An Examinations Committee shall be appointed by the Faculty Council of the Faculty of Humanities, Social Sciences, and Theology to organize and conduct examinations in the Organizational Development and Human Resources degree programme for working professionals. Members are appointed for a term of three years; re-election is permitted. In addition to the lecturer responsible for the degree programme, three further members belong to the committee, at least one of whom must also be a lecturer at FAU. Those eligible to be elected as further members of the committee within the meaning of (3) are all lecturers employed at FAU, full-time research staff and staff of the research institute Betriebliche Bildung gemeinnützige GmbH from Nuremberg who are eligible to administer examinations pursuant to Section 3 (2) Bavarian Higher Education Examiners Act (BayHSchPrüferV). The Examinations Committee shall elect one of the members as the chairperson for three years and shall select an alternative representative. The chairperson of the Examinations Committee may transfer tasks within his or her responsibility to a member of the Examinations Committee.

(2) The Examinations Committee shall be tasked with carrying out the examination procedures, in consultation with the Examinations Office, especially the planning and organisation of the examinations. Its duties include ensuring that the provisions of these examination regulations are observed. With the exception of the examinations themselves and their assessment, which the examiners are responsible for, all decisions shall be taken by the Examinations Committee unless they have been transferred to the Examinations Office. The Examinations Committee shall check delegated decisions if requested to do so and shall verify that examinations have been legitimately assessed. It shall regularly report to the Faculty Council on the development of examinations and study periods, including information on gender-specific aspects, and shall, where applicable, submit suggestions for amendments to the examination regulations; it shall be consulted before such amendments are made. The members of the Examinations Committee shall have the right to be present during the examinations.

(3) In addition, the Examinations Committee is responsible for verifying compliance with the qualifications and admission requirements for the Master's degree programme as set out in (2) and Appendix 1.

(4) The 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 is present and eligible to vote. Decisions shall be taken with the majority of votes cast. In case of a tie of votes, the vote of the chairperson shall be decisive. Abstentions, ballot votes and delegation of votes shall not be permitted.

(5) The chairperson shall call the meetings of the Examinations Committee. The chairperson shall be entitled to take decisions that cannot be delayed on behalf of the Examinations Committee. The chairperson shall inform the Examinations Committee of such cases without delay. Furthermore, unless these examination regulations state otherwise, the Examinations Committee shall have the right to transfer individual tasks to the chairperson or individual members as well as revoke these.
Records shall be kept of every meeting. These 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.

Official 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. Students shall be given the opportunity to make a statement before negative decisions are finalized. The Examinations Committee shall have the right to rule that grade notifications may be sent out in electronic form to the individual students. The President shall issue the notification of objection in questions of examination legislation following consultation with the Examinations Committee and after hearing the examiners.

Section 7 Examiners and Observers

The Examinations Committee shall appoint examiners and observers. It can charge the chairperson with making the appointment.

All persons eligible to administer examinations according to the Bavarian Higher Education Act (BayHSchG) and the Bavarian Higher Education Examiners Act (BayHSchPrüferV) shall be eligible for appointment. A change of examiners shortly before the start of an examination shall be permissible on urgent grounds. If an eligible examiner leaves the University, they shall usually remain eligible to act as an examiner for up to one year.

Persons who have completed the degree programme in question or a degree programme related to it shall be eligible for appointment as observers. Observers shall be full-time research associates.

Section 8 Exclusion Due to Personal Involvement, Obligation to Confidentiality

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.

The obligation to confidentiality of the Examinations Committee, the examiners and observers and other persons involved in matters pertaining to examinations shall be governed by Section 18 (3) BayHSchG.

Section 9 Announcement of Examination Type, Examination Dates and Examiners, Registration, Withdrawal

One week before the beginning of the lecture period of every semester at the latest, type and scope of the examinations as well as registration deadlines and formalities shall be announced according to local practice. The dates of the examinations during the degree programme and the names of the examiners shall be announced in time and according to local practice.

The students shall register for the individual module examinations after the start of the lecture period.

The deadlines set forth in (10) and (29) notwithstanding, withdrawal from the first attempt at an examination shall be permitted without stating reasons up until the end...
of the third working day; withdrawals are to be submitted to the examiner; the days between and including Monday and Friday shall be considered as working days.  

Section 10 Examination Deadlines, Failure to Observe Deadlines  
(1) Examinations shall be sat in such a timely manner as to allow the student to obtain 120 ECTS credits by the scheduled deadline.  The deadline shall be the last semester of the standard duration of study for the degree programme.  The deadline according to (2) may be exceeded by two semesters for the Master's examination (extended deadline).  The Master's examination shall be considered to have been sat and failed in the first instance if 120 ECTS credits were not obtained from the modules of the Master's degree programme within the extended deadline according to (3), unless the reasons for this are beyond the student's control.

(2) The deadline set forth in (1) shall be extended by claiming the periods of protection according to Sections 3, 4, 6 and 8 of the current version 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]), according to the periods set forth in the current version of 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]), 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 (BGBl 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 26 May 1994 (BGBl I S. 1014, 1015 [German Federal Law Gazette I p. 1014, 1015]).

(3) The reasons according to (1) and (2) shall be explained in writing and shown credibly to the Examinations Committee without delay.  If the reasons are acknowledged, the examination shall be sat at the soonest possible time; already available examination and course achievements shall be accredited.  In case of an inability 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 ('vertrauensärztliches Attest') may be required.

Section 11 Compulsory Attendance  
(1) For teaching units in which the qualification goal can only be achieved by regular attendance (these are marked accordingly in the respective module description) compulsory attendance can be made a requirement for admission to the module examination or for obtaining the course achievement.  If attendance of the individual student is required for all participants to obtain the subject-specific competencies, if the individual student obtaining such competencies depends on the attendance of the other participants, or if subject-specific competencies can only be obtained by being present at a particular place, or if participation is required for safety reasons, it is permissible to introduce an obligation to attend.
(2) Regular attendance is defined as missing no more than 15% of instruction time in any given teaching unit. If between 15% and 30% of instruction time has been missed, the lecturer can offer the student the option to obtain a substitute achievement fulfilling the requirement of regular attendance. If no such substitute achievements are offered or the substitute achievements offered are not obtained by the student, attendance is not considered to have been regular. If more than 30% of all instruction time has been missed, the teaching unit must be taken again. Any positions after the decimal point in the percentage of instruction time missed shall be rounded for the benefit of the student.

(3) Paragraph 2 notwithstanding, in the context of excursions, placements and block seminars, attendance is only considered to have been regular if all teaching units have been attended. Appropriate substitute achievements fulfilling the requirement of regular attendance shall be offered in the case of credibly shown periods of absence due to reasons beyond the student's control of up to and including 15% of instruction time. If more than 15% of all instruction time has have been missed, the teaching unit must be taken again. Any positions after the decimal point in the percentage of instruction time missed shall be rounded for the benefit of the student.

(4) Attendance is checked in the individual teaching units by means of an attendance list in which students must enter their name and signature.

Section 12 Accreditation of Competencies

(1) Study periods, modules, course and examination achievements achieved in degree programmes 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 competencies acquired. The same shall apply to study periods, 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) Competencies acquired in the course of other specific courses for professional development within the meaning of Section 56 (6)(3) BayHSchG, or outside of higher education shall be accredited if they are equivalent to competencies acquired through university studies. Competencies acquired outside the university sector shall replace no more than half of the required competencies of which students must provide proof.

(3) The grades achieved in approved modules, examinations and course achievements shall be transferred if they were awarded according to Section 19. If the grading system applied in the examinations sat at the university or equivalent institution of higher education and accredited by FAU is not identical to the grading system set forth in Section 19, the grades achieved at other universities shall usually be converted according to the following formula:

\[
x = 1 + 3 \left( \frac{N_{\text{max}} - N_0}{N_{\text{max}} - N_{\text{min}}} \right)
\]

where

- \(x\) = converted grade
- \(N_{\text{max}}\) = best grade attainable
- \(N_0\) = lowest passable grade
- \(N_{\text{min}}\) = lowest permissible grade

7
\[ N_{\text{min}} = \text{lowest grade for passing} \]
\[ N_d = \text{grade attained} \]

3 Only one decimal place is shown for the grades thus calculated. 4 If conversion is not possible, the Examinations Committee usually determines a system by which to calculate the grades.

(4) 1 The documents needed for this accreditation shall be submitted to the chairperson of the Examinations Committee. 2 If the conditions set forth in (1) and (2) are met, the student shall have a legal claim to accreditation. 3 Accreditation 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 last attempt. 4 Following a request for accreditation from a student, the decision shall rest with the chairperson of the Examinations Committee after consultation with the department representative. 5 The decision shall be issued in writing.

Section 13 Consequences of Delayed Withdrawal, Fraud, Breach of Regulations, Exclusion from Further Participation

(1) 1 An 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 (Section 9 [3]) without good reasons; Section 10 (3) shall remain unaffected. 2 The reasons for withdrawal or absence according to (1) shall be explained in writing and shown credibly to the chairperson of the Examinations Committee without delay. 3 If a 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. 4 In 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 If the Examinations Committee accepts the reasons, a new date shall be set.

(2) 1 In case of an attempt to commit fraud or to influence the result of an examination through the use of unauthorized materials, the achievement in question shall be graded as 'unsatisfactory' (5.0). 2 The possession of unauthorized materials during or after the handing out of examination papers shall constitute an attempt to commit fraud within the meaning of sentence 1.

(3) 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).

(4) In case of a repeated or severe breach of regulations in the sense of (2) or (3), the Examinations Committee may exclude students from further participation in the examination.

Section 14 Revocation of Degrees
The revocation of degrees shall be governed by Section 69 BayHSchG.

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 ex officio as stipulated in (1).

Section 16 Written Examination, Multiple Choice Examinations

(1) In written examinations (written examinations, assignments or seminar papers) 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 using the conventional methods employed in their field, and to find solutions to these problems.

(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 one or two examiners 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 may not result in disadvantages for any of the examinees. ¹⁰No minus points may be awarded outside of individual examination questions.

(4) ¹The examinations according to (3) (1) shall be considered to have been passed if:
1. The examinee answered at least 60 percent of the examination questions correctly/achieved at least 60 percent of the attainable points, or
2. The examinee answered at least 50 percent of the examination questions correctly/achieved at least 50 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.
²If 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, (3) and (5) shall only apply for the respective part.
Section 17 Oral Examination

(1) Oral examinations take the form of an individual examination and are conducted by one examiner accompanied by an observer. They serve to demonstrate that the student has advanced knowledge in the area under examination.

(2) The observer is responsible for taking a record of the oral examination. The record shall include the following: place, date and duration of the examination; subject and result of the examination; the names of the examiner, the observer and the student; and any special occurrences. The record shall be signed by the examiner and the observer. The record shall be stored for at least two years.

(3) The examiner determines the grade for the oral examination immediately after the oral examination has been completed according to the grading system stipulated in Section 19 (1) (1) and informs the student accordingly.

(4) Students 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. This permission shall not extend to the deliberation process and the announcement of the examination result.

Section 18 Electronic Examinations

Examinations may be administered in electronic form. Detailed information on the modules in which examinations are in electronic form is given in the module handbook. Electronic examinations (e-examinations) are examinations which are administered and evaluated via computer or using digital technology. The authenticity and integrity of the examination results shall be verified. Automatically 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 19 Assessment of Examination Achievements and Overall Examination Grade

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

<table>
<thead>
<tr>
<th>Grade</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>sehr gut (1.0 or 1.3 – very good)</td>
<td>an outstanding achievement</td>
</tr>
<tr>
<td>gut (1.7 or 2.0 or 2.3 – good)</td>
<td>an achievement that exceeds the average requirements considerably</td>
</tr>
<tr>
<td>befriedigend (2.7 oder 3.0 oder 3.3 – satisfactory)</td>
<td>an achievement that fulfils average requirements;</td>
</tr>
<tr>
<td>ausreichend (3.7 oder 4.0 – sufficient)</td>
<td>an achievement that fulfils the requirements despite flaws</td>
</tr>
<tr>
<td>nicht ausreichend (4.3, 4.7 oder 5.0 – not satisfactory)</td>
<td>an achievement that no longer fulfils requirements due to considerable flaws</td>
</tr>
</tbody>
</table>

An examination (Section 5 [3]) shall have been passed if it has received at least the grade 'ausreichend' (sufficient). For ungraded examinations the result shall be either 'bestanden' (pass) or 'nicht bestanden' (fail). A module examination is passed when all partial achievements (Section 5 [2] [3]) have been passed. If an examination is to be assessed by several examiners or if it consists of several partial achievements within the meaning of Section 5 (2)(3), the total grade is calculated from the weighted average of the individual grades. If 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. The grading system described in (1) shall not be used for cases covered by sentences (5) and (6). The first decimal place is
taken into account when calculating the grade, any further decimal places are deleted without rounding. 9The evaluation period should generally not exceed six weeks.

(2) 1 Multiple choice examination (single or multiple choice) shall be graded as follows: 2 Students who answer the required minimum of examination questions according to Section 16 (4)(1) correctly or achieve the required minimum number of points shall receive the grade
1.0 (sehr gut/very good) if at least 75 percent of the remaining questions were answered correctly or remaining points were achieved,
2.0 (gut/good) if at least 50 percent but less than 75 percent of the remaining questions were answered correctly or remaining points were achieved,
3.0 (befriedigend/satisfactory) if at least 25 percent but less than 50 percent of the remaining questions were answered correctly or remaining points were achieved,
4.0 (ausreichend/sufficient) if none or less than 25 percent of the remaining questions were answered correctly or remaining points were achieved. 3 The grades can be increased or decreased by increments of 0.3 according to the percentage; the grades 0.7 and 4.7 shall not be awarded.
4 Students who do not achieve the required minimum shall receive the grade 5.0. 5 Sentence (3) notwithstanding, the grades 4.3 and 4.7 may be awarded in cases in which examinations according to Section 16 (5) partly take the form of a multiple choice examination.

(3) 1 The overall grade will be calculated as an average of the grades obtained in the module examinations weighted according to their ECTS credits and the Master's thesis as stipulated in Appendix 2. 2 Section 1 (7) and (8) shall apply accordingly. 3 The overall grade for the passed examination shall be as follows:
at an average of up to 1.5 = sehr gut (very good)
at an average of over 1.5 and up to 2.5 = gut (good)
at an average of over 2.5 and up to 3.5 = befriedigend (satisfactory)
at an average of over 3.5 and up to 4.0 = ausreichend (sufficient)
at an average of over 4.00 = nicht ausreichend (unsatisfactory).

Section 20 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 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 decisions are finalized.

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

Section 21 Inspection of Examination Records
(1) After 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 minutes.

(2) ¹The request shall be submitted to the chairperson of the Examinations Committee within one month of the notification of grades. ²Unless stipulated otherwise, the degree programme coordinator shall arrange for the student to inspect the respective papers; further details are stipulated by the Examinations Committee. ³Students prevented from observing the deadline according to (1) without any fault of their own shall be granted full restitution according to Section 32 of the Bavarian Administrative Procedures Act (BayVwVfG).

**Section 22 Notification of Failed Examinations**

Upon request and submission of the required certificates as well as the deregistration certificate, students who have failed the Master's examination at the final attempt shall receive a written confirmation showing that the examination was failed, which grades were achieved in the individual 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 offset this disadvantage by a corresponding extension of their working time or by the examination process being structured differently. However, care must be taken to ensure that the examination is still suitable to provide evidence of competencies which are being assessed by the examination.

(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 responsible at least four weeks before the examination date.

(3) ¹Decisions according to (1) and (2) shall only be taken by the chairperson of the Examinations Committee upon written request. ²The student may be required to submit an official certificate from a medical examiner (vertrauensärztliches Attest) proving the fulfilment of the conditions in (1). ³Applications for adjustments to examination arrangements should be made to the Examinations Committee four weeks before the examination.

**Section 24 Type and Scope of Master’s Examination; Passing and Failing Master’s Examination**

¹The Master's examination consists of the examinations throughout the degree programme pursuant to Appendix 2. ²The Master's examination shall have been passed if all required module examinations and the Master's thesis module have been passed.

**Section 25 Research Project**

(1) ¹The research project is intended to demonstrate that the student is able to design the concept for a project from the field of organizational development and human resources and implement the project using the skills and knowledge acquired during
the course of studies. 2The project is to be presented publicly after it has been completed.

(2) Sections (27)(2) and (28) and 17(2) and (3) shall apply accordingly.

**Section 26 Admission to Examinations**

(1) 1Anyone who has signed a contract with FAU on participating in the degree programme for working professionals Organizational Development and Human Resources and is registered as a student shall be considered eligible to sit the examinations included in this degree programme unless there are reasons to refuse admission. 2Admission shall be refused if:

1. Requirements stipulated in Appendix 2 are not met or certificates are not submitted at all or not in due time.
2. The Diplom or Master's examination in a degree programme for a related subject has been failed at the last 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 27 Master's Thesis**

(1) 1The Master's Thesis should demonstrate that the student is able to work on issues relating to organizational development and human resources development independently using scientific methods and findings. 215 ECTS credits shall be awarded for the Master's thesis.

(2) 1Students are free to choose their supervisors and the topic of the Master's thesis, provided the following provisions are complied with. 2The topic of the Master's thesis must be approved by the supervisor. 3Interdisciplinary issues can be considered. 4The topic of the thesis, the date of allocation and the name of the supervisor shall be added to the student's records. 5The supervisor must generally be a University lecturer involved in the degree programme. 6The Examinations Committee may admit exceptions to the rule in (5).

(3) 1The Master's thesis is usually written in German. 2With the supervisor's agreement, the chairperson of the Examinations Committee may permit students to write the thesis in English on request.

(4) 1The student shall ensure that they have been allocated a subject for the Master's thesis at the latest by the beginning of the last semester of the standard duration of study. 2Should a student fail to meet the above requirement, they shall apply to the chairperson of the Examinations Committee to be allocated a subject for the Master's thesis and a supervisor without delay.

(5) 1The period between the allocation of the subject and the submission of the thesis shall not exceed four months; subjects shall be such that theses may be completed within that period. 2The period for thesis work may be extended by a maximum of two months in justified, exceptional cases. 3If a student submits a doctor's certificate proving that they are incapable of working on the thesis due to illness, the period for
thesis work shall be held in abeyance. If the thesis is not submitted in time, it shall be graded ‘unsatisfactory’ (5.0).

(6) The subject of the Master’s thesis may only be returned once under exceptional circumstances (e.g. termination of the cooperation with the student’s employer as a cooperation partner for the Master’s thesis) and with the approval of the chairperson of the Examinations Committee within the first month of the period allocated for working on the thesis. If the Master’s thesis is returned after this date, it shall be graded ‘unsatisfactory’ (5.0). The provisions stipulated in (2) and (3) and (4) and (5) shall apply accordingly to the issuing of a new subject for the thesis.

(7) The Master’s thesis shall be submitted to the degree programme coordinator at FAU in two hard copies as well as in a machine-readable, electronic version. The student shall submit a written declaration together with the Master’s thesis confirming that the thesis is an original work and that no sources or materials other than the ones listed in the bibliography and list of sources were used, all passages cited directly or indirectly from sources and literature have been marked as such and all sources have been listed individually.

Section 28 Grading of Master’s Thesis

(1) The Master’s thesis shall be evaluated by the supervisor who allocated the subject. If the thesis is graded unsatisfactory, Section 16 (2) sentences (2) to (4) shall apply.

(2) If a Master’s thesis is graded ‘nicht ausreichend’ (unsatisfactory), it may be repeated once; a second repetition shall not be permitted. The student shall ensure that they receive a new subject for the repetition of the thesis within two months following the announcement that the original thesis was graded unsatisfactory; otherwise the thesis shall be regarded as having been failed at the final attempt. The subject may not be returned if the thesis is to be repeated. The provisions stipulated in (1) and Section 27 (1) to (3), (4)(2) and (5) and (7) shall apply accordingly in the case that the Master’s thesis is repeated.

(3) If the repeated Master’s thesis is also graded ‘unsatisfactory’, the Master’s thesis shall be considered to have been failed at the last attempt.

Section 29 Resitting Examinations, Changing Modules, Additional Modules

(1) With the exception of the Master’s thesis and the project report, all module examinations can be repeated twice. Only those examination or course achievements graded ‘unsatisfactory’ can be repeated. They must be repeated at the next possible date, no later than six months after the original attempt. The student shall be considered as registered for the next resit examination. The resit period shall not be interrupted by de-registration or leave. If leave is taken in order to spend a semester abroad, the Examinations Committee may, if agreed by the examiner, approve a request for an exception to be made to the rules in (2) and (4). If 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 10 (3) shall apply accordingly. Withdrawal pursuant to Section 9 (3) is not permissible. The provisions regarding maternity leave, parental leave and caregiver leave (Section 10 [2]) shall apply.
(2) The provisions stipulated in Section 28 (2) and (3) shall apply to repeating the Master’s thesis.

(3) 1Voluntarily resitting a passed examination of the same module shall not be permitted. 2Alternative modules may be attended and completed in addition to successfully passed modules or failed modules within the examination deadlines according to Section 10; the failed attempts in the previous alternative module shall not be counted. 3If a student completes additional modules, they shall decide which of the achievements shall go into the calculation of the grade. 4Students shall notify the Examinations Office of their decision at the latest four weeks before the degree certificate is issued. 5The choice shall thus become binding. 6If no choice is made, the Examinations Office shall count the better achievements out of the student's achievements for the semester. 7The achievements that are left out shall not be counted towards the grade but shall be listed in the transcript of records.

Section 30 Final Academic Record, Transcript of Records, Diploma Supplement, Degree Certificate

(1) 1Students who have successfully completed the Master’s examination shall receive a final academic record, a transcript of records, a diploma supplement and a degree certificate within four weeks.

(2) 1The final academic record shall contain the modules, module grades, the title and grade of the thesis and the final grade of the Master's examination. 2The transcript of records lists all modules attended; the final academic record and the transcript of records may be combined into one document. 3The diploma supplement contains further information on the graduate's qualifications. 4The transcript of records and the diploma supplement shall be issued in English and German. 5Information not yet available to the Examinations Office must be submitted together with the required proof by the time of the degree programme's completion at the latest; otherwise this information may no longer be taken into consideration.

Section 31 Legal Validity, Transitory Provisions

(1) 1These examination regulations shall come into effect on the day after their publication. 2They shall apply to all students starting a degree programme from the winter semester 2017/2018 onwards. 3Students already studying the Master’s degree programme in Organizational Development and Human Resources at FAU pursuant to the previous version of the examination regulations dated 27 July 2006 shall sit their examinations in accordance with the previously valid examination regulations. 4Examinations according to the previously valid examination regulations shall be offered for the last time in the summer semester 2019.

(2) 1The first amendment shall come into effect on the day after it is announced and shall apply to all students intending to commence their studies as of the winter semester 2017/2018. 2(1)(3) and (4) shall apply accordingly.
Appendix 1: Qualification Assessment Process

1. The process to assess qualification shall take place once a year before the commencement of the winter semester.

2. 1 Applications for admission are to be filed in writing with the Examinations Committee by 30 June of any year in order to commence studies in the following winter semester. 2 The Examinations Committee may grant an extension of this deadline on request.

3. The following documents should be included with the application:
   a) Proof of qualifications pursuant to Section 2(1) (1) and (2)
   b) A brief description of work experience, generally of at least one year in duration
   c) References from internships and/or employment and references or documents relating to professional development courses
   d) Documents detailing previous and current occupation (certificate from employer or employment contract)

4. 1 In accordance with Section 6 (3), the qualification assessment shall be the responsibility of the Examinations Committee for the Master's degree programme. 2 The Examinations Committee may transfer the task of coordinating and carrying out the process to individual members unless otherwise specified.

5. 1 Admission to the qualification assessment process shall be subject to the timely and complete submission of the documents listed in (2) and (3). 2 The Admissions Committee shall carry out an initial selection based on the submitted documents to assess whether an applicant meets the requirements for successfully completing the degree programme. 3 Applicants who are judged to meet the requirements on the basis of their application shall be invited to a selection interview. 4 Applicants shall be notified of the date of the interview at least one week in advance.

6. 1 The selection interview shall be conducted by a lecturer appointed by the Examinations Committee accompanied by an observer. 2 The interview shall take approximately 30 minutes for each applicant and can also be conducted as a video conference if the applicant agrees. 3 It will be rated as either passed or failed.

7. 1 The selection interview shall demonstrate that the applicant possesses the required technical and methodological expertise and can be expected to carry out independent scientific work in a more research-oriented degree programme. 2 The following criteria, weighted equally, shall be assessed in the selection interview:
   1. Extent of knowledge of methods and instruments for diagnosing development needs at the level of the individual, team and/or organisation
   2. Extent of knowledge of methods and instruments for supporting development processes at the level of the individual, team and/or organisation
   3. Extent of knowledge of methods and instruments for evaluating development processes at the level of the individual, team and/or organisation

8. 1 The result of the qualification assessment process will be given as 'bestanden' (pass) or 'nicht bestanden' (fail); applicants will be notified of the result in writing. 2 Applicants not admitted to the Master's degree programme after the qualification assessment process shall receive a rejection notification including reasons and information on the legal remedies available. 3 It will not be possible to repeat the qualification assessment process on the basis of the documentation submitted with the first application.

9. Applicants shall bear their own costs for the qualification assessment process.
10. Confirmation that an applicant has successfully completed the qualification assessment process will remain valid indefinitely unless significant changes are made to the Master’s degree programme.
### Appendix 2: Structure of the Master's Degree Programme MA Organizational Development and Human Resources

<table>
<thead>
<tr>
<th>Module title</th>
<th>Course</th>
<th>ECTS</th>
<th>Distribution of workload per semester in ECTS credits</th>
<th>Type and scope of the examination</th>
<th>Module grade weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization and employees</td>
<td>Organization and employees</td>
<td>5</td>
<td>1.5</td>
<td>Written examination (60–120 min.)</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Strategy and responsibility</td>
<td>1.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Organizational research</td>
<td>1.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Team building</td>
<td>0.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fundamental concepts of organization</td>
<td>Introduction to concepts of organizational development</td>
<td>5</td>
<td>2.5</td>
<td>Written assignment (10-15 pages)</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Concepts of organizational development in practice</td>
<td></td>
<td>1.25</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Company culture and learning culture</td>
<td></td>
<td>1.25</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implementing organizational development processes</td>
<td>Change management</td>
<td>5</td>
<td>2.5</td>
<td>Presentation (30-45 min.)</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Managing diversity (e-learning)</td>
<td></td>
<td>1.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Project management</td>
<td></td>
<td>0.5</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Moderation and presentation</td>
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<td>0.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fundamental concepts of human resources</td>
<td>Concepts of human resources</td>
<td>5</td>
<td>1.5</td>
<td>Written examination (60–120 min.)</td>
<td>1</td>
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<tr>
<td></td>
<td>Innovative organization of labour</td>
<td>1.5</td>
<td></td>
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<td></td>
<td>Occupational education management</td>
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<td>2</td>
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<tr>
<td>Implementation of personal development measures</td>
<td>Instruments for personal development</td>
<td>5</td>
<td>1.5</td>
<td>Written examination (60–120 min.)</td>
<td>1</td>
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<tr>
<td></td>
<td>Assessment of skills</td>
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<td>2</td>
<td></td>
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<td></td>
<td>New forms of learning in companies</td>
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<td>1.5</td>
<td></td>
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<tr>
<td>Management and leadership</td>
<td>Instruments for managing staff</td>
<td>2.5</td>
<td>2</td>
<td>Written assignment (10-15 pages) or Presentation (30-45 min.)</td>
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<td></td>
<td>Communication skills</td>
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<td>5</td>
<td>1.5</td>
<td>Written examination (60–120 min.)</td>
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<td>Employment law</td>
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<tr>
<td>An in-depth exploration of organizational development and human resources</td>
<td>Practical specialization</td>
<td>10</td>
<td>5</td>
<td>Presentation (10-15 min.)</td>
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<td></td>
<td>5</td>
<td></td>
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<td>Module title</td>
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<td>ECTS</td>
<td>Distribution of workload per semester in ECTS credits(^1)</td>
<td>Type and scope of the examination</td>
<td>Module grade weighting</td>
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<td>2.</td>
<td>3.</td>
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<td>2.5</td>
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<tr>
<td>Managing organizations</td>
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<td>2.5</td>
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<tr>
<td>Managing continued professional development</td>
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<tr>
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<tr>
<td><strong>Project report and Master's thesis</strong></td>
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<tr>
<td>Research project</td>
<td>Concept and methods</td>
<td>15</td>
<td>2.5</td>
<td>2.5</td>
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<td></td>
<td>Project</td>
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<tr>
<td>Master's thesis</td>
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<td>Total</td>
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<td>120</td>
<td></td>
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</table>

\(^1\) The distribution shown is a recommendation.

\(^2\) Depending on how the course chosen by the student is taught; further details are included in the module handbook.