

Decree of the Curriculum Committee of the Faculty of Business and Management from 15 April 2015, approved by decision of the Senate on 30 April 2015:

Based on §25 par. 1 no. 10 of the Universities' Act 2002, BGBl. I No. 120/2002 in the current version and §38 of the "Study Law Regulations" part of the statutes, as re-announced in the University of Innsbruck Bulletin of 3 February 2006, Issue 16, No. 90 in the current version, the following is decreed:

Curriculum for the
Continuing Education Programme
Executive Master of Business Administration (MBA)
at the University of Innsbruck

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§ 1 Qualification Profile

- (1) For graduates of the Executive Master of Business Administration varied occupational careers in the middle and senior management within all fields of business as well as in the field of non-profit and public institutions are open. The University continuing education programme addresses managers of executive management levels, future executives and junior executives. The target group of the continuing education programme also includes entrepreneurs as well as self-employed persons who work in similar sophisticated fields. Within the Executive Master of Business Administration, students will get in-depth scientific and application-oriented knowledge in the field of management science, and it enables theory-supported reflection of individual management actions. Special attention is placed on social science fundamentals of management.
- (2) Graduates are able to process research-related and application-oriented issues in companies and other institutions, to develop alternative solutions, make responsible and well-founded decisions as well as to assess their consequences by means of theory-based approaches. The theories, concepts and methods taught therefore are state-of-the-art in the respective fields.
- (3) The continuing education programme is held in cooperation with Schloss Hofen, Wissenschafts- und Weiterbildungs-Gesellschaft mbH, in Lochau.

§ 2 Scope and Duration

- (1) The University Continuing Education Programme Executive Master of Business Administration (MBA) covers 90 ECTS-Credits.
- (2) The continuing education programme is offered as part-time course in Schloss Hofen, Lochau, with a duration of four semesters.

§ 3 Admission

- (1) Admission to the University Continuing Education Programme is granted for persons with a thematically relevant diploma or bachelor programme or other equivalent studies completed at an acknowledged Austrian or non-Austrian post-secondary educational institution. In addition, three years' relevant work experience of the participants is required.
- (2) In justified cases, only persons, who do not meet the requirements mentioned in No 1, can also be admitted if they have the appropriate competences due to their professional activities, experiences and performances; in particular, persons having passed a secondary academic school or a technical or vocational college (AHS or BHS) and at least ten years of relevant professional experience, which also includes leadership.

§ 4 Admission Procedure

- (1) For being admitted to the continuing education course, the applicants must successfully pass an admission process. The final decision on the admission to the course is made by the rectorate, based on a recommendation of the course director.

Information on the compulsory selection process is published on the website of the University of Innsbruck and the cooperation partner respectively. The maximum number of participants is to be set by the course director considering pedagogical and organizational aspects and in compliance with the cost budget.

- (2) Participants, who have been accepted and have paid their tuition fee, are admitted as non-degree students to the University of Innsbruck.

§ 5 Types of Courses

(1) Courses without continuous performance assessment:

1. Lectures (VO) are courses held in lecture format. They introduce the research areas, methods and schools of thought for a given subject.
2. Working groups (AG) serve to treat a topic in collective fashion, examining the theories, methods and techniques of an area using group work.

(2) Courses with continuous performance assessment:

1. Introductory seminars (PS) introduce students interactively to scientific literature through the treatment of selected issues. They convey knowledge and methods of academic work.
2. Seminars (SE) provide in-depth treatment of scientific topics through students' presentations and discussion thereof.
3. Lectures with practical elements (VU) focus on the practical treatment of concrete scientific tasks that are discussed during the lecture parts of the course.
4. Project studies (PJ) promote scientific collaboration of two or more fields through the treatment of multidisciplinary topics and the use of various methods and techniques.
5. Practical courses (UE) focus on the practical treatment of concrete scientific tasks within an area.
6. Excursions with practical elements (EU), conducted outside the premises of the university serve to demonstrate and deepen course contents through practical experience with concrete scientific tasks.

§ 6 Compulsory and Elective Modules

(1) The following compulsory modules covering 27.5 ECTS- Credits must be passed:

1.	Compulsory Module: Management and Strategy	h	ECTS-Credits
a.	VU Management Planning, decision, and development – possibilities and limits of key processes of management	1	2
b.	VU Strategy and Marketing Basic questions and solution approaches of strategic management and marketing	1	2
	Total	2	4
	Objective: Building and advancing basic knowledge in the fields of management and strategy		
	Prerequisites: none		

2.	Compulsory Module: Leadership, Organization and Controlling	h	ECTS-Credits
a.	VU Leading and Being Led Leading processes and structures from the perspective of the leader and the one being led and their interactions	1	2
b.	VU Processes, Controlling and Performance Understanding and shaping organisations as well as treatment of entrepreneurial decisions	1	2
	Total	2	4
	Objective: Getting to know and furthering knowledge of basic concepts and perspectives of leadership; building and advancing basic knowledge of organizational structures and processes and the controlling thereof		
	Prerequisites: successful completion of compulsory modules according to § 6 Para 1 No 1		

3.	Compulsory Module: Conceptual Thinking	h	ECTS-Credits
a.	VU Scientific Working Introduction to systematic, scientific approach to problems	1	1
b.	AG Discover, Structurise, Write Development of research issues, structuring and writing texts	1	1
	Total	2	2
	Objective: Building of a basic knowledge of scientific working, especially in relation to the development of research questions and the structuring and writing of texts		
	Prerequisites: none		

4.	Compulsory Module: Development and Change of Corporations	h	ECTS-Credits
a.	VO Corporate Management – Theory and Practise Leadership, leadership skills, networked thinking	1	2
b.	SE Initiating, Forming and Supervising Changes Self-directed and externally-controlled development of companies – control, innovation, leadership, governance, present- and future-orientation	1.5	3
	Total	2.5	5
	Objective: Acquisition of reflection and leadership competence; gaining integrated views to business issues from different perspectives; ability to develop future-orientation and design of development processes		
	Prerequisites: successful completion of compulsory modules according to § 6 Para 1 No 1–3		

5.	Compulsory Module: Understanding Complex Strategic Options and Decisions	h	ECTS-Credits
a.	SE Corporate Ethics Decision dilemmas, company values, corporate social responsibility, business sustainability, people-planet-profit-concepts (PPP)	0.5	1
b.	AG Living Cases Common survey and elaboration of living cases: understand and develop strategic options	1	2
c.	PJ Living Cases Development of strategic options, alternatives as well as their consequences related to central management perspectives	1	2
	Total	2.5	5
	Objective: Conveyance of ethical principles of business decisions; analysis and understanding of ethical dilemmas; comprehension of complexity and its handling; development of action orientation with regard to practical problem situations; development of theoretically well-founded solutions of concrete problems; understanding of the functions and limits of theories		
	Prerequisites: successful completion of compulsory modules according to § 6 Para 1 No 1–3		

6.	Compulsory Module: Research Perspectives and Methods	h	ECTS-Credits
a.	VO Quantitative and Qualitative Research Methods Conveyance of central scientific methods	1	1.5
b.	SE Research Design and Research Proposal Choice of adequate research design and composition of a research proposal for the master's thesis	0.5	1
	Total	1.5	2.5
	Objective: Development of a research design, composition of a research proposal; knowledge of different methodological approaches to scientific working as well as of central scientific methods		
	Prerequisites: successful completion of compulsory modules according to § 6 Para 1 No 1–3		

7.	Compulsory Module: Support and Coaching of the Master's Thesis	h	ECTS-Credits
	PS Support of the Master's Thesis Develop and assess ideas: discussion of problems and objectives; development of a structure	1.5	2.5
	Total	1.5	2.5
	Objective: Elaboration of a suitable approach and a set of methods to solution finding; knowledge of different methods of applied research; application of the knowledge gained to given issues		
	Prerequisites: successful completion of compulsory modules according to § 6 Para 1 No 1–3		

8.	Compulsory Module: Final Master's Thesis Defense	h	ECTS-Credits
	Presentation and oral defense of the Master's Thesis		2.5
	Total		2.5
	Objective: Reflection of the master's thesis in the general context of the continuing education course		
	Prerequisites: successful completion of all other compulsory and elective modules as well as the master's thesis		

(2) Elective modules covering 40.5 ECTS- Credits have to be passed:

1.	Elective Module: Value-driven Corporate Management	h	ECTS-Credits
a.	VU Fundamentals of Controlling – Corporate Management and Decisions Concepts, objectives, values, tasks and instruments of controlling	1	2
b.	SE Cost and Success Controlling & Management Decisions Cost accounting systems, contribution margin accounting, fix cost calculation, break-even-analyses, deviations, management decisions	2	4
c.	VU Investment Management, Financial and Assets Management Financial management and alternatives, investment calculation, cash flow statement and cash-flow statement	1.5	3
d.	AG Communication, Mediation and Conflict Management Psychology of communication in controlling, strategies and processes of controlling, dealing with resistance	1	1
	Total	5.5	10
	Objective: Knowledge of the conception and self-conception of controlling; clarity of fundamental key subjects; gaining an overview of operative and strategic instruments of controlling; reflection of internal communication and external view of controlling		
	Prerequisites: successful completion of compulsory module according to § 6 Para 1		

2.	Elective Module: Data Analysis, Management Information and IT-Support for Corporate Decisions	h	ECTS-Credits
a.	VU Creating, Analysing and Interpreting Annual Reports Balance sheet analysis, key performance indicators, sector comparisons, interpretation, informative values	1	2
b.	SE Management Information, Business Intelligence and Reporting Development of reports, IFRS reporting, IT support in controlling, ERP and business-intelligence systems	2	4
	Total	3	6
	Objective: Evaluation of financial and profit situation of companies based on business reports and balances; command of conceptual fundamentals of reporting; basic knowledge of the functions, modelling and use of ERP and business-intelligence system; knowledge to support and shape business decision processes		
	Prerequisites: successful completion of compulsory module according to § 6 Para 1		

3.	Elective Module: Planning, Budgeting und Forecasting	h	ECTS-Credits
a.	SE Planning, Budgeting and Forecasting Strategy-oriented planning, adequate methods and granularity of budgeting and forecasting	1	2.5
b.	AG Project Management – Planning, Budgeting and Controlling Objective, results, process, resources, dates of project management	1	2
	Total	2	4.5
	Objective: Understanding of planning and budgeting as a networked and complex system; basic knowledge of project management and controlling; knowledge of the use, the functionality and the controlling of projects		
	Prerequisites: successful completion of compulsory module according to § 6 Para 1		

4.	Elective Module: Management of Corporate Capabilities	h	ECTS-Credits
a.	VU Controlling the Value Creation Chain and Corporate Capabilities Procurement, logistics, sales, marketing and R&D-controlling	1	2
b.	SE Human Resource Controlling Personnel planning, budgeting, controlling with incentives	1	2
c.	SE Performance Measurement, Management and Benchmarking Quantitative and qualitative controlling, BSC, benchmarking and learning from best practice	2	4
	Total	4	8
	Objective:		
	Prerequisites: none		

5.	Elective Module: Strategic Controlling and Corporate Development	h	ECTS-Credits
a.	SE Strategic Corporate Development Controlling, change management and organizational development	1	2
b.	VU Strategic Controlling Instruments of strategic controlling, present and future sustainability	1	2
c.	VU Risk Management Corporate risks, compliance and quality management	1	2
	Total	3	6
	Objective: Understanding of the relations of controlling and organization development; knowledge of the strategic perspectives in controlling; systematic examination of corporate risks; understanding of the principles of compliance practices		
	Prerequisites: successful completion of compulsory module according to § 6 Para 1		

6.	Elective Module: Controlling Case Studies: Strategic Decisions and Crisis Management	h	ECTS-Credits
a.	VU Corporate Management in Exceptional Situations Crisis management, reorganization and restructuring processes	1	1.5
b.	EU Controlling Case Studies Survey of controlling issues, discussion and reflection of suggested solutions in the entrepreneurial environment	2	3.5
	Total	3	5
	Objective: Understanding of exceptional business situations and finding of suitable solutions; ability to understand problems and to find, design and implement suitable approaches for problem solution; knowledge of the use of adequate controlling instruments for restructuring and reorganization processes		
	Prerequisites: successful completion of compulsory module according to § 6 Para 1		

7.	Elective Module: Controlling in Small and Medium-Sized Companies	h	ECTS-Credits
a.	VU Controlling of Small and Medium-Sized Companies Financial, personnel and innovation controlling, participation, incentive system, cooperation, corporate governance	1	1.5
b.	SE Controlling of Family-Owned Companies In-depth treatment with issues of family businesses	0.5	1
	Total	1.5	2.5
	Objective: Ability to develop an exposé (problem statement, targets, approach including methods) based on a comprehensive business problem; ability to find a suitable solution and to back it by using the approaches and tools learned in the modules		
	Prerequisites: successful completion of compulsory module according to § 6 Para 1		

8.	Elective Module: Group Controlling and Equity Interest Management	h	ECTS-Credits
a.	VU Fundamentals of Equity Interest Management Structures in the group, group accounting, reporting	1	2
b.	VU Group Development and Management Investment development, mergers & acquisitions	0.5	0.5
	Total	1.5	2.5
	Objective: Ability to apply controlling concepts and instruments in groups and for their equities; understanding of specific problem situations of groups; ability to implement controlling instruments that are suitable for the respective situation		
	Prerequisites: successful completion of compulsory module according to § 6 Para 1		

9.	Elective Module: Strategic Marketing	h	ECTS-Credits
a.	PS Introduction to Operative and Strategic Marketing Overview of the fields of marketing as well as comprehensive contexts	0.5	0.5
b.	VU Strategic Positioning Positioning as a central strategic process of marketing, including all elements of analysis and decision	3	6
c.	VU Strategic Market Information Processes Approaches of market research and market analysis to support strategic decisions	1.5	2.5
d.	VU Fundamentals of Brand Management Functions and dimensions of a brand, success factors of brand management, connection between positioning and brand management, decision fields in brand management	1.5	2.5
	Total	6.5	11.5
	Objective: Understanding of the importance of strategic management decisions for operative implementation in marketing; understanding and command of strategic processes and analytic tools; understanding of the relationship between strategic processes and processes of market research/analysis; understanding of the interrelations between different strategic fields		
	Prerequisites: successful completion of compulsory module according to § 6 Para 1		

10.	Elective Module: Management of Touchpoints: Product and Service Management	h	ECTS-Credits
a.	VU Analysis and Design of Service Portfolio Instruments to continuous monitoring/controlling of the product range	1.5	3
b.	VU Designing Innovative Processes (Product Development) Success factors for new products and services, stage-gate approach in product development, customer integration	1	2
c.	VO Product and Brand Innovation on the Internet Chances of crowd innovation on the Internet, approach and success factors	1	1
d.	VU Quality Management Comprehensive quality concept and consequences in marketing, instruments in quality management	1	1.5
	Total	4.5	7.5
	Objective: Understanding of the importance of continuous monitoring and further development of the product/service portfolio of a business; command of the most important tools for analysing services; understanding the factors of success of product development/innovation and how they affect the design of innovation and development processes; Knowledge of the potential of different sources of innovation, especially the Internet; knowledge of the different approaches to the theme of quality, understanding of the importance of quality management for marketing		
	Prerequisites: successful completion of compulsory module according to § 6 Para 1		

11.	Elective Module: Integrated Market Communication	h	ECTS-Credits
a.	SE Communication Through the Media Integrated communication, communication platform as connection to strategic positioning, classical communication instruments and their application planning, success factors in communication	3.5	5.5
b.	VO Alternative Communication Channels Communication channels beyond media communication (event marketing, sponsoring, PR etc.) and their application area and success factors	1	1
c.	VU Communication in Today`s Media Social Media and their application area as well as success factors	1.5	3
	Total	6	9.5
	Objective: Knowledge of different communication channels, their pros and cons and fields of use (marketing, direct marketing, PR, fairs, online etc.); understanding of the special importance of integrating the communication activities with regards to content as well as visually; command of tools for developing high-level communication concepts (communication platform) for setting specifications for creative tasks for agencies		
	Prerequisites: successful completion of compulsory module according to § 6 Para 1		

12.	Elective Module: Management of Touchpoints: Sales and Distribution	h	ECTS-Credits
a.	VU Sales and Distribution Management Personal sales and its success factors, installation and maintenance of distribution systems	2	4
b.	VU Customer Relations Management Objectives and approaches in relationship management/customer loyalty, development of customer loyalty strategies and their implementation	1.5	2
c.	VO E-Commerce Overview of current developments in E-Commerce, success factors in E-Commerce	1	1
	Total	4.5	7
	Objective: Knowledge of the different sales forms and their factors of success; knowledge of different distribution systems and their factors of success; knowledge of the importance of relations to external stakeholders (customers, other system partners) and the possibilities of actively managing these relations		
	Prerequisites: successful completion of compulsory module according to § 6 Para 1		

13.	Elective Module: Marketing-Controlling	h	ECTS-Credits
a.	VU Budgeting and Marketing Controlling Principles of budgeting and Marketing Controlling, instruments for implementation in companies	1	2
b.	VU Evaluation of Marketing Performance Measurement of the performance of individual marketing measures with key performance indicators (KPI), instruments of market research for KPI	1.5	2
	Total	2.5	4
	Objective: Understanding of the budgetary, quantitative reproduction of marketing activities (planning and controlling); understanding of budgeting processes and their organizational frame conditions; knowledge of possible approaches for controlling the success of individual marketing activities based on KPIs (Key Performance Indicators) and the role of market research therefore		
	Prerequisites: successful completion of compulsory module according to § 6 Para 1		

14.	Elective Module: Trademark Monitoring	h	ECTS-Credits
	VU Trademark Monitoring Overview of approaches of monitoring the development of a brand (customer based brand equity – brand strength), market research methods and their use in trademark monitoring	1.5	2.5
	Total	1.5	2.5
	Objective: Understanding of different perspectives and approaches for monitoring and managing brands; understanding of the chances and limits of individual approaches towards market research in the area of brand monitoring		
	Prerequisites: successful completion of compulsory module according to § 6 Para 1		

15.	Elective Module: Introduction Human Resource and Organisational Development	h	ECTS-Credits
a.	PS Introduction Human Resource and Organisational Development Basic understanding OD and PD	0.75	0.5
b.	VU Developing Staff and Teams (PD) Comprehension, concepts, instruments	1.25	2
c.	VU Initiate Successful Change (OD) Comprehension, concepts, instruments	2	3
	Total	4	5.5
	Objective: Building of a reflected understanding for individual, social and organizational development processes; understanding the specific value of human resource and organizational development; reflection on one's own experiences and one's role as player in this context		
	Prerequisites: successful completion of compulsory module according to § 6 Para 1		

16.	Elective Module: Communication and Leadership	h	ECTS-Credits
a.	VU Communication in Change Processes Strategies and forms of communication	2	2.5
b.	VU Leadership in Complex Systems Possibilities and limits of leadership in organizations	1.5	2
	Total	3.5	4.5
	Objective: Ability to observe and control the complexity of communication processes in the context of change processes; knowledge and evaluation of different communication forms and their effects; knowledge of leadership in organizations and derivation of adequate interventions from the advisory role; ability to use and reflect different possibilities of leadership and control behaviour		
	Prerequisites: successful completion of compulsory module according to § 6 Para 2 No 15		

17.	Elective Module: Human Resource Development - Advanced Course	h	ECTS-Credits
a.	VU Staff Development Instrument and Programmes Comprehension, application possibilities, critical reflection	2	3
b.	PS Development Centre In-depth treatment and testing of a PO instrument	1	1.5
c.	SE Counselling Leaders and Staff Determine the needs and requirements as well as find suitable PO solutions	1	2
	Total	4	6.5
	Objective: Treatment with learning and development; knowledge and testing of different human resource development instruments; ability to advise executives and employees within the framework of human resource development		
	Prerequisites: successful completion of compulsory module according to § 6 Para 2 No 15		

18.	Elective Module: Organisational Development - Advanced Course	h	ECTS-Credits
a.	VU Planning and Implementing Changes Comprehension, approach, adequate use of methods and evaluation of target achievement	2	2.5
b.	PS Projects as Organisation Design Project management and teams in the organisation	2	2.5
c.	SE Workshop Design Planning, situation-specific interventions, evaluation	2	3
	Total	6	8
	Objective: Planning and control of change processes; reflection and interaction of leadership and consulting in change processes; design and moderation of workshops as an instrument of organizational development; understanding and application of project structures as organizational forms		
	Prerequisites: successful completion of compulsory module according to § 6 Para 2 No 15		

19.	Elective Module: Strategic Development and Organizational Learning	h	ECTS-Credits
a.	SE Organizational Learning in Theory and Practice Basic understanding, starting points and methods	2	3
b.	SE Integrative Development of Strategies Strategy development and strategic positioning	2	3
	Total	4	6
	Objective: Knowledge of models and principles of organizational learning; development of in-depth understanding of complex organizational forms and their control possibilities; development of a well-founded understanding of strategy development and knowledge of methods of strategy development		
	Prerequisites: successful completion of compulsory module according to § 6 Para 2 No 15		

20.	Elective Module: Self-Awareness	h	ECTS-Credits
a.	UE Self-Awareness (I) Diagnosis and reflection of one's own function and personality	2.5	2
b.	UE Self-Awareness (II) Conflict diagnosis and consulting	2	2
c.	UE Self-Awareness (III) Diagnosis and reflection of one's own management and leadership behaviour	2	2
	Total	6.5	6
	Objective: Experience and reflection of one's own role behaviour as well as the role behaviour of other group members in different group situations; understanding and integration of development processes in groups based on group-dynamic theories and models; treatment and further development of one's own conflict behaviour; further development of one's own leadership behaviour		
	Prerequisites: successful completion of compulsory module according to § 6 Para 2 No 15		

21.	Elective Module: Supervision	h	ECTS-Credits
a.	UE Supervision for Selfreliant Learning Groups (I) Structured reflection of individual and collective learning processes	1	1
b.	UE Supervision for Selfreliant Learning Groups (II) Structured reflection of individual and collective learning processes	1	1
c.	UE Supervision for Selfreliant Learning Groups (III) Structured reflection of individual and collective learning processes	1	1
	Total	3	3
	Objective: Maintenance and support of the capacity to act and self-organisation of the relevant peer group; recognition and understanding of possible crises of a learning group and further development of intervention ability in groups; evaluation of one's own learning experience and progresses; recognition of transfer forms and utilization for the group		
	Prerequisites: successful completion of compulsory module according to § 6 Para 1 No 1		

22.	Elective Module: System Constellations	h	ECTS-Credits
	UE System Constellations Complexity and own dynamics of systems	2	2.5
	Total	2	2.5
	Objective: Knowledge of the possibilities and limits of the method system constellations; experience and reflection of system constellations		
	Prerequisites: successful completion of compulsory modules according to § 6 Para 2 No 15–16		

23.	Elective Module: Organisation Laboratory	h	ECTS-Credits
	UE Organisation Laboratory Experience, understanding and reflection of organization and organizing	2	2.5
	Total	2	2.5
	Objective: Knowledge of the formation process of an organization as a living social system; reflection and understanding of the dynamics in terms of design, development and control of organizations		
	Prerequisites: successful completion of compulsory modules according to § 6 Para 2 No 15–16		

§ 7 Master's Thesis

- (1) For the continuing education programme a master's thesis on a theme of the field of management must be written. The topic of the master's thesis must be in direct relation to at least two compulsory or elective modules.
- (2) The master's thesis is a scientific piece of work.

- (3) Students have the right to propose the topic of the master's thesis or to choose it from a number of proposals.
- (4) The master's thesis corresponds to 22 ECTS-Credits.
- (5) The course participants have to suggest a supervisor from the available course lecturers to the head of the continuing education course, as well as a theme for the Master Thesis, which has been selected in accordance with the supervisor. The suggestion is deemed to be accepted if the head of the continuing education programme expressly accepts it or does not ban the theme within a month.
- (6) Written notification of the topic and of the supervisor requires successful completion of the compulsory modules according to § 6 Para 1 No 1–3 and 6 as well as the elective modules according to § 6 Para 2 with a total of 30 ECTS-Credits.
- (7) The master's thesis is to be submitted in paper and electronic form to the supervisor.
- (8) After positive evaluation of the master's thesis, the final module "Master's Thesis Defence" according to § 6 Para 1 No 8 is to be completed.

§ 8 Examination Regulations

- (1) Compulsory and elective modules, with the exception of the compulsory module according to § 6 Para 1 No 8 are assessed by course examinations. Course examinations are
 1. examinations that assess the knowledge and skills covered in an individual course, in which course assessment is based on a single examination at the end of the course.
 2. courses with continuous performance assessment, where the performance of the students is evaluated by regular written and/or oral contributions.
- (2) The course lecturers must specify and announce the aims, contents and methods of their course, as well as the contents, methods and evaluation criteria used for the course examination in a suitable fashion at the start of the semester.
- (3) The final module "Master's Thesis Defence" according to § 6 Para 1 No 8 is evaluated in the form of oral examinations in front of an examination board with three examiners.
- (4) Module examinations are examinations that assess the knowledge and skills acquired in a module. A module is completed by the positive evaluation of all parts of the respective module examination.

§ 9 Academic Degree

Having received positive evaluation for all required examinations and the master's thesis, graduates of the continuing education programme are awarded the academic degree of "Master of Business Administration" (abbreviated: „MBA“).

§ 10 Coming into force

The curriculum is effective one month after its announcement.