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Curriculum for the
Continuing Education Master's Programme "Master of Business Administration (MBA)"
at the Faculty of Business and Management at the University of Innsbruck

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§1 Allocation of the study programme

Pursuant to §54 para. 1 Universities Act 2002 (UG), the Continuing Education Master's Programme Master of Business Administration is assigned to the group of social and economic science study programmes.

§2 Admission

- (1) Admission to the Continuing Education Master's Programme Master of Business Administration (MBA) requires the completion of a bachelor's programme or a bachelor's programme at a university of applied sciences or another equivalent study programme at a recognised post-secondary educational institution home or abroad with at least 180 ECTS-Credits. In addition, participants must have at least two years of relevant professional experience.
- (2) In justified cases, persons who do not fulfil the requirements specified in para. 1 may also be admitted, provided that these persons have comparable qualifications based on their professional activities, experience and performance.
- (3) All applicants must successfully complete a selection procedure for admission to the continuing education master's programme. The Rectorate shall decide on admission to the continuing education master's programme on the recommendation of the Course Director.
- (4) Information on the compulsory selection procedure will be published on the homepage of the University of Innsbruck or the cooperation partner (Schloss Hofen Wissenschafts- und Weiterbildungs- Gesellschaft mbH). The number of study places shall be determined by the Course Director according to pedagogical and organisational aspects in accordance with the cost plan.
- (5) Participants who have been admitted to the continuing education master's programme and have paid the course fee will be admitted to the University of Innsbruck as associate students by the Rectorate.

§3 Qualification profile

- (1) Graduates of the Continuing Education Master's Programme Master of Business Administration have in-depth knowledge of social sciences and economics as well as application-oriented knowledge in the field of management. Graduates are able to work on research-related and application-orientated problems in companies and various institutions using theory-based approaches, develop alternative solutions, make responsible, well-founded decisions and assess their consequences. They are able to reflect on their own leadership behaviour with the support of theory and analyse and assess the influence of economic, social, technological and political developments on their own organisation. The continuing education master's programme promotes overarching social skills, such as ethical thinking, appropriate communication and social commitment, in addition to specialist skills.
- (2) Possible professional fields are management and leadership functions in all areas of business, society, administration and politics. The course focuses on managerial, planning, analysing and coordinating activities in companies and non-profit organisations as well as (semi-)public institutions.

§4 Scope and duration

- (1) The Continuing Education Master's Programme Master of Business Administration (MBA) covers 120 ECTS-Credits.
- (2) The continuing education master's programme is a part-time study programme and has a duration of four semesters.

§5 Types of courses and maximum number of students per course

- (1) Courses without continuous performance assessment:
Lectures (VO) are courses held in lecture format. They introduce the research areas, methods and schools of thought for a given subject. No maximum number of students per course.
- (2) Courses with continuous performance assessment:
 1. **Working Groups (AG)** serve to treat a topic in collective fashion, examining the theories, methods and techniques of an area using group work. Maximum number of students: 30
 2. **Excursions (EX)**: conducted outside the premises of the university, serve to demonstrate and deepen course contents. Maximum number of students: 30.

3. **Proseminars (PS)** introduce students interactively to a subject area and impart knowledge and methods of scientific working. Maximum number of students: 30.
4. **Seminars (SE)** provide in-depth study of contents, methods and techniques of a specialist area including presentations and discussions. Maximum number of students: 30.
5. **Lecture-tutorials (VU)** focus on the practical treatment of concrete scientific tasks that are discussed during the lecture parts of the course. Maximum number of students: 30.

§6 Compulsory and elective modules

(1) The following compulsory modules covering 57.5 ECTS-Credits are to be passed:

1.	Compulsory Module: Communication and Learning Didactics	h	ECTS-Credits
a.	VU Communication, Moderation and Conflict Management Fundamentals of successful communication; competence in moderating group processes; recognising, analysing and overcoming conflict situations	1	3
b.	AG Team Building and Learning Didactics Description; getting the group together, learning methods and tools	1	2
	Total	2	5
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> • promote a constructive communication and conflict culture in teams and organisations; • recognise conflicts at an early stage and analyse their causes; • apply various methods of conflict resolution; • observe, analyse and reflect on learning processes and team dynamics within the group. 		
	Prerequisite/s: none		

2.	Compulsory Module: Management and Strategy	h	ECTS-Credits
a.	VU Management Fundamentals of management: theories, concepts, methods; leadership, key management processes	1	3
b.	VU Strategy and Marketing Basic questions and solutions of strategic management and marketing; sustainability of companies	1	2
	Total	2	5
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> • understand basic theories and concepts of management and assess their application in different organisational contexts. • explain a basic understanding of strategy and marketing, sustainable business models, leadership and motivation, financial planning and control, the organisation and their interdependencies; • shape decision-making processes, develop and implement proposed solutions. 		
	Prerequisite/s: none		

3.	Compulsory Module: Financial Performance & Analyse	h	ECTS-Credits
a.	VU Financial Accounting: Preparing, Analysing and Interpreting Annual Financial Statements and Annual Reports Fundamentals of financial accounting, balance sheet analyses, key figures, industry comparisons, interpretation, informative value of annual financial	1.5	2.5
b.	SE Management Information, Business Intelligence and Reporting Design of reports, IFRS reporting, IT support in management, ERP and business intelligence systems	1.5	2.5
	Total	3	5
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> • explain the basics of financial accounting; • assess the financial and earnings position of companies on the basis of annual reports and balance sheets; • apply the conceptual principles of reporting; • explain the functionality, modelling and use of ERP and business intelligence systems; • shape business decision-making processes. 		
	Prerequisite/s: none		

4.	Compulsory Module: Strategic Management, Controlling and Financing	h	ECTS-Credits
a.	VU Operative Controlling Instruments of operational management, operational control, planning and budgeting, basics of cost management	1	2
b.	VU Strategic Controlling Strategic management, planning and control; strategy evaluation; present and future viability of the company;	1	1.5
c.	VU Corporate Finance Financial analysis and planning, capital structure, financing and investment decisions, financial risks and risk assessments; financing strategies and instruments	1	1.5
	Total	3	5
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> • explain the basics of operational and strategic controlling and financing, the main techniques of risk management, and the basics of cost accounting and cash flow management; • assess entrepreneurial risks, evaluate investments, make capital structure decisions and evaluate strategies. 		
	Prerequisite/s: none		

5.	Compulsory Module: Conceptual Thinking	h	ECTS-Credits
a.	VU Scientific Work Introduction to a systematic, scientific approach to problems; scientific work; development of research designs	1	2.5
b.	VU Reading, Discovering, Structuring, Writing	1	2.5

	Literature research, development of research questions, structuring and writing texts		
	Total	2	5
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> systematically analyse the relevant scientific literature and classify it appropriately in the context of a chosen topic; develop, formulate and critically discuss independent research questions; select a mix of methods adapted to the problem; structure scientific texts and write them clearly, precisely and coherently; demonstrate the social and ethical implications of different research approaches; apply the rules of good scientific practice to their own work. 		
	Prerequisite/s: none		

6.	Compulsory Module: Agile Organisation und Transformation	h	ECTS-Credits
a.	PS Initiating, Shaping and Supporting Change Processes Fundamentals of organisational theory; self- and externally controlled development of organisations; consideration of control, innovation, leadership, governance and agility	1.5	4
b.	SE Corporate Ethics Decision-making dilemmas, corporate values, corporate social responsibility, corporate sustainability, people-planet-profit concepts (PPP concepts)	0.5	1
c.	AG Innovation Projects: Shaping Change Fundamentals of organisational development; dealing with practice-oriented problems in the context of an organisation; designing and implementing a solution, monitoring and reflecting on innovation projects	1.5	10
	Total	3.5	15
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> explain the basic theories and concepts of organisational development and their application; integrate ethical criteria into decision-making processes and make responsible decisions; plan and implement an innovation project from conception to realisation; apply central models and methods of change management in a real project environment and assess their effectiveness; use appropriate communication techniques to convey organisational change transparently and convincingly; develop strategies for conflict resolution and handle resistance professionally. 		
	Prerequisite/s: none		

7.	Compulsory Module: Complex Business Situations: Living Cases	h	ECTS-Credits
a.	VU Complex Business Situations Fundamentals of decision theory; collecting, processing and analysing living cases; strategic options	1.5	2.5
b.	AG Complex Business Situations	1.5	2.5

	Development of strategic options; analysis of business decisions; individual and team decisions; quantitative and qualitative decision criteria		
	Total	3	5
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> • understand business complexities and how to deal with them; • develop options for action for practical problem situations; • prepare information for decisions and weigh up options; • critically reflect on the functioning and limitations of theories; • analyse business decisions ex post. 		
	Prerequisite/s: positive evaluation of compulsory modules 1-3		

8.	Compulsory Module: Research Perspectives and Research Methods	h	ECTS-Credits
a.	VO Quantitative and Qualitative Methods in Research Practice Key qualitative and quantitative research methods	1	2
b.	SE Research Design and Research Proposal Research designs and scientific writing	1	3
	Total	2	5
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> • collect, evaluate and analyse quantitative and qualitative data; • critically assess how artificial intelligence (AI) can support the research process; • develop their own research design; • write a research proposal; • apply different methodological approaches and central scientific methods to their own research project. 		
	Prerequisite/s: positive evaluation of compulsory module 1		

9.	Compulsory Module: Research Colloquium for the Master's Thesis	h	ECTS-Credits
	AG Research Colloquium for the Master's Thesis Develop and evaluate ideas, problems and objectives in Master's Theses	2	5
	Total	2	5
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> • develop a suitable process model and a set of methods for finding solutions; • explain various methods of applied research; • apply the acquired knowledge to a given problem. 		
	Prerequisite/s: positive evaluation of compulsory modules 1-3		

10.	Compulsory Module: Defence of the Master's Thesis	h	ECTS-Credits
	Presentation and oral defence of the Master's Thesis		2.5
	Total		2.5
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> • present their scientific work and discuss it with their peers; • reflect on their academic work in the overall context of the continuing education master's programme. 		
	Prerequisite/s: positive evaluation of all compulsory and elective modules as well as the Master's Thesis		

(2) Elective modules covering 35 ECTS-Credits are to be passed:

1.	Elective Module: Leadership, Management & Organisation	h	ECTS-Credits
a.	VU Management and Leadership Leadership processes and structures from the perspective of the leader, the led and their interaction	1	2.5
b.	VU Design and Analysis of Organisations Understanding and shaping organisations; organisational structures and processes; systemic view of problems and solutions	1	2.5
c.	AG Practical Project Practical projects from various business contexts	0.5	5
	Total	2.5	10
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> • explain basic concepts and perspectives of leadership; • design organisations adequately in terms of structure and process; • explain basic knowledge of organisational structures, systemic elements and processes; • reflect on the management, control and organisational processes of specific company examples; • discuss and write down their experiences from the practical projects with colleagues. 		
	Prerequisite/s: positive evaluation of compulsory module 1		

2.	Elective Module: Cost, Financial and Investment Management	h	ECTS-Credits
a.	VU Investment, Finance and Liquidity Management Financial management and alternatives, investment calculation, cash flow and cash flow statement	1	2
b.	SE Cost and Profit Controlling & Management Income Statement Cost accounting systems, contribution margin accounting, fixed cost recovery accounting, break-even analyses, variance analysis	1.5	3
	Total	2.5	5
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> • explain centralised cost accounting systems; • apply the methods of investment appraisal; • cash flow and liquidity management and apply them to problems. 		
	Prerequisite/s: positive evaluation of compulsory module 1		

3.	Elective Module: Project Management	h	ECTS-Credits
a.	VU Project Management Objectives, planning, budgeting and control of projects	1.5	2.5
b.	SE Planning, Budgeting and Forecasting Strategy-orientated planning, adequate methods and granularity of budgeting and forecasting	1.5	2.5
	Total	3	5
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> • apply basic knowledge of project management and project controlling; • explain the use, function and control of projects; • understanding planning and budgeting as networked and complex systems. 		
	Prerequisite/s: positive evaluation of compulsory module 1		

4.	Elective Module: Management and Control of Entrepreneurial Potential: Logistics and Human Resources	h	ECTS-Credits
a.	VU Supply-Chain & Logistics Management Procurement, logistics and (digital) supply chain management; design of supply chains; logistics controlling	1.5	3
b.	SE Human Resource Management and Controlling Personnel management, talent management, personnel development and career planning, remuneration and incentive systems, HR controlling and key figures	1	2
	Total	2.5	5
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> • explain the basics of supply chain and logistics management; • develop and implement effective strategies for human resource management and controlling; • understand different remuneration systems and design incentives to motivate employees to work. 		
	Prerequisite/s: positive evaluation of compulsory module 1		

5.	Elective Module: Management and Control of Entrepreneurial Potential: Innovation and Performance	h	ECTS-Credits
a.	VU Entrepreneurship and Innovation Management Management and control of research and development; innovation strategies and processes; entrepreneurship; design thinking and open innovation	1	2
b.	SE Performance Measurement, Performance Management und Benchmarking Quantitative and qualitative management; performance measurement and management; possibilities and limits of benchmarking	1.5	3
	Total	2.5	5
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> • formulate innovation strategies and apply them to different organisational contexts; 		

	<ul style="list-style-type: none"> • apply design thinking and open innovation approaches in the innovation process; • develop a comprehensive performance measurement and management system for an organisation and coordinate it with other business management concepts.
	Prerequisite/s: positive evaluation of compulsory module 1

6.	Elective Module: Strategic Corporate Development	h	ECTS-Credits
a.	VU Strategic Corporate Development Corporate management in special situations, crisis management, reorganisation and restructuring processes	1	1.5
b.	EX Management Case Studies Management problems and solutions in the business environment	2	3.5
	Total	3	5
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> • understand special business situations and develop appropriate solutions; • identify problems, design and implement suitable solutions; • design the use of appropriate management tools in special situations. 		
	Prerequisite/s: positive evaluation of compulsory module 1		

7.	Elective Module: Management and Control of Small and Medium-Sized Enterprises	h	ECTS-Credits
a.	VU Management of Small and Medium-Sized Enterprises Special features of small and medium-sized enterprises; financial, personnel and innovation management, participation, incentive systems, financing, corporate governance	1	2
b.	SE Management and Controlling in Family Businesses In-depth examination of the problems of family businesses	0.5	1
c.	EX Small and Medium-Sized Enterprises & Family Businesses Visit to a company; reflection on determining factors for SMEs and family businesses	1	2
	Total	2.5	5
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> • apply management concepts and instruments in small and medium-sized enterprises; • understand specific problem situations in family businesses; • adapt management concepts and instruments to the context of small and medium-sized enterprises and family businesses as appropriate to the situation. 		
	Prerequisite/s: positive evaluation of compulsory module 1		

8.	Elective Module: Group Management	h	ECTS-Credits
a.	VU Fundamentals of Investment Management and Investment Controlling Group structures, group accounting, reporting	1	2
b.	VU Group Development and Management Group development, investment development, mergers & acquisitions	1.5	3

	Total	2.5	5
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> • apply management concepts and instruments in corporate groups and their subsidiaries; • understand specific problem situations in corporate groups; • implement management concepts and tools in line with the situation. 		
	Prerequisite/s: positive evaluation of compulsory module 1		

9.	Elective Module: Strategic Marketing: Introduction and Positioning	h	ECTS-Credits
a.	PS Introduction to Operative and Strategic Marketing Overview of sub-disciplines of marketing; overarching relationships	1.5	2.5
b.	VU Strategic Positioning Positioning as a central strategic marketing process - including all analysis and decision-making modules	1	2.5
	Total	2.5	5
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> • explain the importance of marketing, strategic positioning and their significance for the company's success; • implement marketing and positioning concepts; • show the links between individual strategic topics. 		
	Prerequisite/s: positive evaluation of compulsory module 1		

10.	Elective Module: Strategic Marketing: Market Information and Brand Management	h	ECTS-Credits
a.	VU Strategic Market Information Processes Market research and market analysis approaches to support strategic decisions	1.5	2.5
b.	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, brand monitoring	1	2.5
	Total	2.5	5
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> • analyse consumer needs and assess their significance for market development; • assess market potential and analyse trends; • explain central concepts and theories of brand management and their significance in marketing. 		
	Prerequisite/s: positive evaluation of compulsory module 1		

11.	Elective Module: Product and Performance Management	h	ECTS-Credits
a.	VU Analysis and Design of the Service Portfolio Tools for ongoing monitoring/control of the product range	0.5	1.5

b.	VU Product Development Success factors for new products and services, stage-gate approach in product development, customer involvement	1	2
c.	VU Product and Brand Innovation Innovation management in product and service development; crowd innovation, user innovation and user communities	1	1.5
	Total	2.5	5
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> understand the importance of ongoing monitoring and development of a company's service portfolio; apply the most important tools for analysing performance; understand the success factors in product development/innovation and their impact on the design of innovation and development processes; explain the potential of different sources for innovation, in particular customers, and present different approaches to the topic. 		
	Prerequisite/s: positive evaluation of compulsory module 1		

12.	Elective Module: Integrated Market Communication	h	ECTS-Credits
a.	VU Media Communication Integrated communication, communication platform as a link to strategic positioning, classic communication tools and their utilisation planning, success factors in communication	2	3.5
b.	SE Alternative Communication Channels and Digital Media Communication channels that go beyond media communication (event marketing, sponsoring, PR, etc.) and their areas of application and success factors; social media marketing	1	1.5
	Total	3	5
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> explain different communication channels, their advantages and disadvantages and conditions of use (advertising, direct marketing, PR, trade fairs, social media, etc.); demonstrate the particular importance of the content and visual integration of communication activities; use tools to develop overarching communication concepts (communication platform) as a guideline for creative agency tasks. 		
	Prerequisite/s: positive evaluation of compulsory module 1		

13.	Elective Module: Sales and Distribution	h	ECTS-Credits
a.	VU Sales and Distribution Management Personal selling and its success factors, development and maintenance of distribution systems, e-commerce, CRM systems	1.5	3.5
b.	VU Relationship Management Goals and procedures in relationship management/customer loyalty, development of customer loyalty strategies and their implementation, use of CRM	1	1.5

	Total	2.5	5
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> • explain different forms of sales and their success factors; • present a wide variety of distribution systems and their success factors; • assess the significance and importance of relationships with external stakeholders (customers, other system partners) and ways of actively managing relationships. 		
	Prerequisite/s: positive evaluation of compulsory module 1		

14.	Elective Module: Marketing-Controlling	h	ECTS-Credits
a.	VU Budgeting and Marketing Control Principles of budgeting and marketing controlling; tools for implementation in companies	1	2.5
b.	VU Measuring Marketing Success Measuring the success of individual marketing measures via key performance indicators (KPI), market research tools for KPI; impact of social media marketing	1.5	2.5
	Total	2.5	5
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> • understand the budgetary, quantitative mapping of marketing activities (planning and controlling); • explain budgeting processes and their organisational framework conditions; • possible approaches to controlling the success of individual marketing activities on the basis of key performance indicators (KPIs)) and explain the role of market research in this. 		
	Prerequisite/s: positive evaluation of compulsory module 1		

15.	Elective Module: Human Resources and Organisational Development	h	ECTS-Credits
a.	VU Human Resources and Organisational Development Basic understanding of organisational and human resources development	1.5	3.5
b.	VU Development and Persons and Teams Human resources development understanding, concepts, instruments	1	1.5
	Total	2.5	5
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> • understand and reflect on individual, social and organisational development processes; • recognise the specific value of personnel and organisational development; • critically assess their own experiences and their own role as an actor in this context. 		
	Prerequisite/s: positive evaluation of compulsory module 1		

16.	Elective Module: Communication and Leadership	h	ECTS-Credits
a.	VU Communication in Change Processes Strategies and forms of communication; crisis communication	1.5	2.5

b.	VU Leadership in Complex Systems Possibilities and limits of leadership in specific contexts	1.5	2.5
	Total	3	5
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> understand and manage the complexity of communication processes in the context of change processes and organisational crises; assess different forms of communication and their effects; explain leadership in organisations and derivation of adequate interventions from the perspective of the advisory role; use and reflect on different options for leadership and management behaviour. 		
	Prerequisite/s: positive evaluation of compulsory module 1		

17.	Elective Module: Corporate Governance and Risk	h	ECTS-Credits
a.	VU Corporate Governance Leadership, leadership skills, risk and compliance	1.5	3
b.	EX Corporate Governance In-depth study and reflection on approaches to corporate management using specific examples	1	2
	Total	2.5	5
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> explain an integrated view of business management problems in a differentiated manner; critically reflect on leadership competences; design future-oriented development processes in organisations. 		
	Prerequisite/s: positive evaluation of compulsory module 1		

18.	Elective Module: Sustainability and Resource Management	h	ECTS-Credits
a.	VU Sustainability and Resource Management Development of sustainable strategies, efficiency in resource utilisation, sustainability reporting, GRI	1.5	3
b.	SE Environmental management and circular economy Legal framework, environmental management systems, sustainable product and process design, principles and models of the circular economy	1	2
	Total	2.5	5
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> apply centralised concepts for the sustainable and efficient use of resources; understand the principles of the circular economy; implement sustainability reporting and sustainability indicators. 		
	Prerequisite/s: positive evaluation of compulsory module 1		

19.	Elective Module: IT Management	h	ECTS-Credits
a.	VU Fundamentals of IT Management Technical foundations and social effects of digitalisation; information flow and network topologies; mapping of operational issues in models and information systems; development, implementation, use and analysis of information systems in organisations	1.5	2.5
b.	VU Management, Security and Strategic Implications of Digitalisation Strategic use of IT; information structure and security; digital business models and their development; data management; artificial intelligence (AI) and automation	1.5	2.5
	Total	3	5
	Learning Outcomes: The students are able to <ul style="list-style-type: none"> • explain the technical basics of digitalisation; • take a critical look at the effects of digitalisation; • analyse network topologies and represent business processes using a visual modelling language; • discuss strategic considerations in the procurement, planning and implementation of business information systems; • explain and implement measures to secure information systems and data protection; • present and explain the basic principles of digital (platform-based) business models; • assess relevant AI technologies and their application potential in business practice. 		
	Prerequisite/s: positive evaluation of compulsory module 1		

§7 Master's Thesis

- (1) In the continuing education master's programme, a Master's Thesis must be written in the field of management. The topic of the Master's Thesis must be directly related to at least two compulsory modules or elective modules.
- (2) The Master's Thesis is a scientific paper.
- (3) Students have the right to propose the topic of the Master's Thesis or to choose from a number of proposals.
- (4) The Master's Thesis covers a workload of 27.5 ECTS-Credits.
- (5) The written announcement of the topic and the supervisor requires the positive assessment of compulsory modules 1 to 3.
- (6) The completed Master's Thesis must be submitted to the Director of Studies in electronic form. It must be accompanied by an affidavit confirming that the rules of good scientific practice have been followed.
- (7) The Master's Thesis may be written in another language with the consent of the Master's Thesis supervisor.

§8 Examination regulations

- (1) A module is completed by the positive assessment of its courses.
- (2) The assessment of the compulsory and elective modules, with the exception of compulsory module 10, is carried out by means of course examinations. Course examinations serve as proof of the knowledge and skills imparted in an individual course, whereby
 - a) in the case of courses without continuous performance assessment, the evaluation is based on a single examination at the end of the course;
 - b) in the case of courses with continuous performance assessment, the evaluation is based on at least two written, oral and/or practical contributions of the participants.

- (3) In the case of course examinations, the course instructor shall determine and announce the examination method (written/oral/examination paper/s) and the assessment criteria before the beginning of the semester.
- (4) The assessment of the final module, Defence of the Master's Thesis (compulsory module 10), takes the form of an oral examination before an Examination Senate. The Examination Senate consists of three persons.

§9 Academic degree

Graduates of the continuing education master's programme are awarded the academic degree 'Master of Business Administration', abbreviated MBA.

§10 Coming into force

The curriculum comes into force one month after being announced in the bulletin.

For the Curriculum Committee:
Ass.-Prof. Dr. Heike Welte

For the Senate:
Univ.-Prof. Dr. Walter Obwexer
