

**Study and Examination Regulations for the MBA postgraduate course
'International Business Management and Leadership'¹ at the
Professional School of Business & Technology, Kempten University of
Applied Sciences ² (IBML)
Dated 01 October 2008**

Version from the amended statutes
Dated 20 May 2019

Based on article 13, article 43 paragraph 6 clause 2, article 58 paragraph 1, article 61 paragraph 2 and article 66 paragraph 1 clause 3 of the Bavarian Higher Education Act, in connection with § 1 of the General Examination Regulations for the universities of applied sciences from 17 October 2007 (Law and Official Gazette of the Bavarian State Government pg. 686) as last amended by the Amendment Regulation on 20 July 2007 (Law and Official Gazette of the Bavarian State Government page, 545) Kempten University of Applied Sciences (hereafter called Kempten University) releases for the MBA postgraduate course 'International Business Management and Leadership' the following

Statute:

§ 1 Study Objective

- (1) The objective of the postgraduate course of study 'International Business Management and Leadership'³ is to give professionals, with a first university degree, the chance to develop themselves into being cross-cultural thinking and acting executives, as well as leading them to a second academic degree. This enables the executives to bring in international aspects of corporate management into goal-oriented and problem adequate leadership decisions.
- (2) In addition to the technical guidelines for international business, the social and methodical skills of the participants are primarily improved⁴.

The future manager learns to deal with the problems and challenges in business today. The special profile of the course lies in the symbiosis of management tools in the international and intercultural context⁵.

¹ Renaming of the title 'Consulting' into 'Leadership' with effect from 01.10.2009 according to § 2 Paragraph 2 of the amended statute dated xx 12.2009.

² Renaming of the university with effect from 15.03.2011 through amendments to the General Regulations from 02.03.2011

³ Renaming of the title 'Consulting' into 'Leadership' with effect from 01.10.2009 according to § 2 Paragraph 2 of the amended statute dated xx 12.2009.

⁴ With effect from 04.10.2016 by amendment of statute dated 05.08.2016. § 1 Paragraph 2 clauses 3 and 4 old version are changed into § 1 Paragraph 2 clauses 2 and 3 new version. The amendment applies to students who enroll in the postgraduate study programme IBML in the first semester of study in the winter semester 2016/2017.

⁵ § 1 paragraph 2 clause 4 new version with effect from 01.10.2009 by amendment of statute dated xx 12.2009.

§ 2 Acceptance requirements for postgraduate course.

(1) Prerequisites for admission to course

- Have completed a qualified⁶ degree at university or an equivalent qualification.
- At least two years relevant (skilled) work experience⁷ after successful completion of a degree course and before the start of the postgraduate course.
- A good level of proficiency in the English language for lectures and exams. (All courses are in English)⁸
- As well as proof of the course-specific qualifying procedures in accordance with Appendix 3 to the course-specific aptitude test.

(2) University qualifications based on the model of professional academies in Baden Wuerttemberg are equated with a university degree under paragraph 1.

(3) The requirement of a two-year relevant professional work experience mentioned in paragraph 1 may exceptionally be waived when the work experience was acquired during the course of study. Proof of this work experience is by presenting a relevant contract of employment, the duration of which has to equal the length of the standard period of study.⁹

(4) Sufficient knowledge of the English language is approved when at least grade 3 was achieved for English in the university entrance qualification and proved by showing the certificate, or a written TOEFL-Test with a minimum score of 530, or a TOEFL- computer test with a minimum score of 197 or any other appropriate language proficiency.¹⁰

⁶ With effect from 01.10.2009 by amendment of statute dated xx 12.2009

⁷ With effect from 01.10.2009 by amendment of statute dated xx 12.2009

⁸ new version with effect from 01.10.2009 by amendment of statute dated xx 12.2009

⁹ § 2 paragraph 3 clause 2 new version with effect from 01.12.2009 by amendment of statute dated xx 12.2009

¹⁰ § 2 paragraph 4 new version with effect from 01.10.2009 by amendment of statute dated xx 12.2009

- (5) The equivalent level of degrees awarded at German universities and universities abroad must be determined in accordance with Article 63, § 1 of the Bavarian higher education act. The equivalence of inland acquired bachelor's university degrees or equivalent qualifications with less than 210 ECTS points (but with a minimum of 180 ECTS points) is determined by the competent Board of Examiners in accordance with § 5 of this statute. Up to 15 ECTS can be accredited if you have 3 years of work experience, and up to 30 ECTS can be accredited if you have 6 or more years of work experience. The Board of Examiners determines which studies, practice and examinations of the relevant professional courses offered by Kempten University will compensate for the lack of credits required to pass the final examination. In general, the assignment of an additional study focus is determined. The enrolment requirements must be fulfilled at the latest within one year of commencement of the course of study.
- (6) The regulations for finding comparability in § 5 generally apply as well for university degrees acquired abroad. Foreign grades are converted using the so-called modified Bavarian formula in accordance with section 3 of the Agreement between the Länder in the Federal Republic of Germany on the Determination of the Overall Grade for Foreign Higher Education Admission Certificates. (Resolution of the Conference of Ministers of Education and Cultural Affairs of 15.03.1991 in the amended version of 12.09.2013).

§ 3 Study structure, study periods and regular study time.

- (1) The postgraduate course is offered as part-time occupational studies and covers a standard course duration of four semesters. Alternatively, the course can also be done as full-time studies in three semesters. **The maximum total student duration is set to ten semesters, of which a maximum of two semesters on leave can be taken. Full-time students have the choice between an internship and the module projects.**¹¹ All courses are in English. Some subjects in electives may be conducted in German.
- (2)¹² The postgraduate course starts on 01.October in the winter term and finishes on 31 March. The summer term starts on 01.April and finishes on 30.September. The study structure of the part-time occupational studies 'International Business Management and Leadership'¹³ at Kempten University is as follows:

¹¹ With effect from 04.10.2016 by amendment of statute dated 05.08.2016. §3 Paragraph 1 clauses 3 and 4 old version are changed into §3 Paragraph 1 clauses 5 and 6 new version. The amendment applies to students who enroll in the postgraduate study programme IBML in the first semester of study in the winter semester 2016/2017

¹² § 3 paragraph 2 new version with effect from 01.10.2009 by amendment of statute dated xx 12.2009

¹³ Renaming of the word 'Consulting' into 'Leadership' with effect from 01.10.2009 according to § 2 paragraph 2 of the amended statute from xx 12.2009

- **Variante A** (compare subjects and grading in the appendix to this statute):

The first part-time semester includes essential basis subjects. The second part-time semester includes international basis and specialised core subjects, and is partially completed at a foreign partner university. The third part-time semester includes further important international specialised core subjects. The fourth part-time semester is the implementation of international projects in companies and the preparation of the thesis (master thesis), which should preferably be prepared in a company in close consultation with the supervising professor.

- **Variante B** (Designed specifically for officers, compare subjects and grading in the appendix to this statute):

The first part-time semester includes essential basis subjects. The second part-time semester includes international basis and specialised core subjects. The third full-time semester includes further important international specialised core subjects, and is partially completed at a foreign partner university. The fourth part-time semester is used to prepare the master thesis, which should preferably be prepared in a company in close consultation with the supervising professor. In justified individual cases, the subjects of the first and second semester can be taken over 4 semesters. The period of study is then extended to a total of 6 semesters.

- **Variante C** (compare subjects and grading in the appendix to this statute):

The first full-time semester includes essential basis subjects, as well as international core subjects. The second full-time semester includes international basis and core subjects, and is partially completed at a foreign partner university. It includes the implementation of international projects in companies and the preparation of the master thesis (preparation of the concept). The third semester is used to prepare the master thesis which should preferably be prepared in a company in close consultation with the supervising professor. It can be done full-time or part-time.

- **Variante D** (compare subjects and grading in the appendix to this statute):

The first full-time semester includes international basis and core subjects, the implementation of international projects in companies and is partially completed at a foreign partner university. The second full-time semester includes essential basis and international core subjects, as well as the preparation of the master thesis (preparation of the concept). The third semester is used to prepare the master thesis, which should preferably be prepared in a company in close consultation with the supervising professor. It can be done full-time or part-time.

(2) The respective lecture, exam and holiday times are set specifically, on

¹⁵ § 3 paragraph 2 new version with effect from 01.10.2009 by amendment of statute dated xx 12.2009.

¹⁶ Renaming of the word 'Consulting' into 'Leadership' with effect from 01.10.2009 according to § 2 paragraph 2 of the amended statute from xx 12.2009.

request of the university, by the Bavarian State Ministry for Science, Research and Art, in accordance with § 4 paragraph 1 of the current version of the General Examination Regulations for the universities of applied sciences dated 20 July 2207 (Law and Official Gazette of the Bavarian State Government pg. 545).

(4)¹⁴ There is a 100 per cent compulsory attendance of the participants for all functions of the MBA program. Absences must be approved by the Board of Examiners. A written request is required.

§ 4 Study Subjects and Grading

The study subjects and their number of hours, type of course and grading (exams and study related assessment records) are specified in the appendix to this statute.

§ 5 Board of Examiners

A central Board of Examiners of the **Professional School of Business and Technology at Kempten University**, will be set up according to the General Study and Examination Regulations by the Further Education Council for the postgraduate master course of study IBML.¹⁵

A Board of Examiners is formed for the examination procedure, including the appointment of examiners, by the Faculty of Business Administration¹⁶ according to

§ 3 of the General Examination Regulations of Kempten University. This consists of four¹⁷ full-time professors lecturing in the postgraduate course IBML at Kempten University.

§ 6 Curriculum

The Board of Examiners prepared a curriculum to secure the courses offered as well as to inform the students. The announcement of any new regulations is made no later than four weeks after the start of lectures¹⁸ in the semester for which they apply. The curriculum includes particular rules and responsibilities on the following:

1. The subject content
2. The time allocation of weekly lectures per subject and semester.

¹⁴ § 3 paragraph 4 newly inserted with effect from 01.10.2009 by amendment of statute dated xx.12.2009

¹⁵ Newly inserted with effect from 04.10.2016 by amendment of statute dated 05.08.2016. The amendment applies to students who enroll in the postgraduate study programme IBML in the first semester of study in the winter semester 2016/2017

¹⁶

¹⁷ Extension of the Board of Examiners from three to four full-time professors lecturing in the Postgraduate course IBML at Kempten University with effect from 01.10.2009 by amendment of statute dated xx.12.2009

¹⁸ with effect from 01.10.2009 by amendment of statute dated xx.12.2009

3. Deleted and not replaced.¹⁹

3. More detailed regulations on study-related performance records, and any participation certificates.

§ 7 Examinations²⁰

(1) (deleted and not replaced)²¹

- (1) Prerequisite for sitting the exams is the examination registration within the prescribed period and payment of the private legal fee for the post-graduate course according to the study contract. The defined dates for handing in the term papers stated in the curriculum are binding. When the submission dates are not kept grade "5" is given. The new deadline begins on the first day following notification of grade "5".²²
- (2) The examinations are to be taken in the English language. In certain elective subjects the exams may be taken in German²³. The submission dates set for term papers in the curriculum are binding. When these submission dates are not kept the term papers will be marked as grade 5 (fail).

- (3)²⁴ The MBA course is successfully completed when the minimum passing grade has been obtained in all examinations.
- (4)²⁵ The Board of Examiners is responsible for the examinations in accordance with § 5 of these Study and Examination Regulations.

§ 8 Master Thesis

- (1) A master thesis has to be submitted in order to successfully complete the course of study. In this master thesis, the students should demonstrate their ability to apply knowledge, acquired in their post-graduate course, in an independent, scientific piece of work on complex practical issues in the field of international management.

- (2)²⁶ With variant A of the study structure the topic of the master thesis and the name of the supervising professor must be submitted no later than 30

¹⁹ with effect from 01.10.2009 by amendment of statute dated xx.12.2009; from § 6 paragraph 4 section 4 becomes section 3

²⁰ Titel of § 7 new version with effect from 01.10.2009 by amendment of statute dated xx.12.2009

²¹ With effect from 01.10.2009 by amendment of statute dated xx.12.2009, paragraphs 2 & 3 become paragraphs 1 & 2.

²² § 7 paragraph 1 section 4 new version with effect from 04.10.2016 by amendment of statute dated 05.08.2016. The amendment applies to students who enrol in the postgraduate study programme IBML in the first semester of study in the winter semester 2016/2017

²³ § 7 paragraph 2 section 2 new version with effect from 01.10.2009 by amendment of statute dated xx.12.2009

²⁴ § 7 paragraph 3 newly inserted with effect from 01.10.2009 by amendment of statute dated xx.12.2009

²⁵ § 7 paragraph 4 new version with effect from 01.10.2009 by amendment of statute dated xx.12.2009

²⁶ § 8 newly inserted with effect from 01.10.2009 by amendment of statute dated xx.12.2009

April in their respective fourth semester; in variant B this period ends on 31 October in the fourth semester and in variant C & D ends on 31 October in the third semester. The submission of a detailed concept must be handed in by 15 July (variant A) and 15 December (variant B, C & D) of each year respectively. When the third semester is done in full-time, as in variant C & D, the submission of a detailed concept has to be already made by 30 November of the same year. If the deadlines for the registration of the master thesis and its concept are missed, the course of study will automatically be extended for another chargeable semester.

- (3)²⁷ The time limit for writing the master thesis is five months (variant A & B and variant C & D with the third semester in full-time) or twelve weeks after registering the thesis. In urgent and duly justified cases, this period can be extended twice but only up to a maximum of six months, (variant A & B and variant C & D with the third semester in part-time) or three months (variant C & D with the third semester in full-time). These rules also apply to the registration of the thesis and the submission of the concept.
- (4)²⁸ The thesis must be written in English. The length without bibliography and annexes is at least 11000 words and maximum 15000 words.²⁹ An oral master's thesis defence takes place after submission.³⁰
- (5)³¹ If the master thesis is assessed as not adequate, it is considered as a fail. It can be repeated once. In brackets, after the grade shown for the master thesis on the degree certificate, the exact corresponding grade is given worked out to the first decimal point.

§ 9³² Assessment of the master thesis and overall grade

- (1) According to § 7 of the General Examination Regulations for the universities of applied sciences the final overall grade can be decreased or increased by 0.3 depending on the assessment of the performance for the master thesis. The grades 0.7; 4.3; 4.7 and 5.3 are ruled out.
- (2) There will be an overall grade which is calculated as the arithmetic average of the number of credit points with the weighted average grades of the thesis and all course assessments.

§ 10 Graduation and degree certificate.

²⁷ §8 paragraph 3 becomes paragraph 4 with new version and with effect from 01.10.2009 by amendment of statute dated xx.12.2009

²⁸ §8 paragraph 3 becomes paragraph 4 with new version and with effect from 01.10.2009 by amendment of statute dated xx.12.2009

²⁹ § 8 paragraph 4 section 2 newly inserted with effect from 04.10.2016 by amendment of statute dated 05.08.2016. The amendment applies to students who enroll in the postgraduate study programme IBML in the first semester of study in the winter semester 2016/2017

³⁰ § 8 paragraph 4 section 3 newly inserted with effect from 04.10.2016 by amendment of statute dated 05.08.2016. The amendment applies to students who enroll in the postgraduate study programme IBML in the first semester of study in the winter semester 2016/2017

³¹ § 8 paragraph 5 newly inserted with effect from 01.10.2009 by amendment of statute dated xx.12.2009

³² § 9 new version with effect from 01.10.2009 by amendment of statute dated xx.12.2009

- (1) The postgraduate course is successfully completed when at least the grade 'adequate' was achieved in all subjects and in the master thesis.
- (2) With the successful completion of the postgraduate course, a degree certificate is awarded in accordance with the model certificates under section 4 of the current version of the General Examination Regulations of Kempten University, and a Degree Supplement as well as a Transcript of Records is drawn up.

§ 11 Academic Degree/Title

- (1) Upon successful completion of the postgraduate course, the academic title 'Master of Business Administration', shortened form MBA, is awarded.
- (2) On graduation a certificate is issued, as shown in appendix 4 of the current version of the General Examination Regulations of Kempten University from 22 October 2007.³³

§ 12 Application of Regulations

According to § § 1 paragraphs 2 & 42 of the Framework Examination Rules for universities of applied sciences in Bavaria from 20 July 2007 (Law and Official Gazette of the Bavarian State Government pg. 545), the relevant terms of the current version of the Framework Examination Rules and the General Examination Regulations of Kempten University from 22 October 2007 apply, as long as this Study & Examination Regulations provide no different arrangements.

§ 13 Coming into Effect

- (1) This statute comes into effect from 10.10.2008.
- (2) It applies to course participants who take up the postgraduate course for the first time in the winter semester 2008/2009. For course participants who took up the postgraduate course before the winter semester of 2008/2009 the statute from 09 September 2002 continues to apply. For course participants who took up the postgraduate course before the winter semester of 2009/2010 the Study & Examination Regulations in the version from 01 October 2008 continues to apply.³⁴
- (3) Participants who took up their master course of study before 01 October 2010 can on request and by approval from the Examination Board rename their degree course in their master certificate from '*International Business Management and Consulting*' to '*International Business Management and Leadership*'.³⁵

³³ with effect from 01.10.2009 by amendment of statute dated xx.12.2009

³⁴ according to transition regulation in § 2 paragraph 1 clause 2 of the amended statute dated xx.12.2009

³⁵ according to transition regulation in § 2 paragraph 3 of the amended statute dated xx.12.2009.

*Issued on the basis of Kempten University's Senate resolution from 30.09.2008
and the approval of Kempten University's President on 30.09.2008.*

Kempten, 01.10.2008

Prof. Dr. Robert F. Schmidt
-President-

8. The appendix has been replaced by the following new appendix

Appendix³⁶: Overview of the modules and assessment of the part-time postgraduate course of study 'International Business Management and Leadership' at Kempten University.

Module	SHW	ECTS	Academic Record
Module 1: Methodology (Introduction to Scientific Methodology and Business English)	2/3	5 (3/2)	Assignments/ Oral Exam (40 min)
Module 2: Financial Management (Fundamentals of Accounting & Int. Economics & Finance)	3/5	8 (3/5)	Assignments/ Written Exam (90 min)
Module 3: Leadership (Leading self & Mindful leadership, Principles of Leadership)	2/3/5	10 (5/5)	Assignments
Module 4: Electives International Management	11	15 (5/5/5)	Term Paper or written exam (90 min.)
Module 5: Intercultural Communication (Business Ethics- and Cross Cultural Behaviour)	7	7 (3/4)	Term Paper/ Assignment
Module 6: Electives General Management	2/2	5 (3/2)	Term Paper or written Exam (90 min.)
Module 7: International Management (Int. Strategy and Int. Marketing)	4/4	8 (4/4)	Term Paper/Term Paper
Module 8: International Organizational Management (Digital Process Management, Int. HRM or corresponding seminar, Int. Supply Chain Management or corresponding seminar)	3/3/3	9 (3/3/3)	Term Paper or written Exam (90 min.)
Module 9: Projects	5	5	Assignments
Module 10: Master Thesis	2	18 (15/3)	Thesis and Defense/Research Paper
	69	90	

³⁶ New version of all new appendixes with effect from 04.10.2016 by amendment of statute dated 05.08.2016. The amendments apply in their entirety to students who enroll in the postgraduate study programme IBML in the first semester of study in the winter semester 2016/2017

Appendix: Overview of the subjects and assessments in the part-time post-graduate course of study 'International Business Management and Leadership' at Kempten University.

Variant A: 4 semesters part-time, begin winter term

1. Semester

Nr.	Module	Subjects	SHW	T of C	Exams or FGMCA	ECTS-Points
1	Methodology	Introduction to Scientific Methodology	1	IL/L/Ex	Course assessment	1
		Business English	3	IL/L/Ex	Oral exam 40 min	2
2	Financial Management	Fundamentals of Accounting	3	IL/L/Ex	Oral exam	3
		International Economics & Finance	5	IL/L/Ex	Course assessment and written exam 90 min	5
3	Leadership	Leading Self	2	IL/L/Ex	Term Paper together with Leading Others	3
		Principles of Leadership	1	IL/L/Ex	Course assessment	2
4	International Communication	Business Communication	3	IL/L/Ex	Term Paper together with Cross Cultural Behaviour	3
5	Electives General Mgt.	Compulsory optional elective	2	IL/L/Ex	Term Paper	3
		ECTS total				22
		SHW total	20			

2. Semester

Nr.	Module	Subjects	SHW	T of C	Exams or FGMCA	ECTS-points
6	International Organizational Management	Supply Chain Management or corresponding elective	3	IL/L/Ex	Written exam 90 min	3
7	Leadership	Principles of Leadership	2	IL/L/Ex	Course Assessment	3
8	Electives General Mgt.	Compulsory optional elective	11	IL/L/Ex	Term Paper	15
		ECTS total				21
		SHW total	16			

3. Semester (partially completed at a foreign partner university)

Nr.	Module	Subjects	SHW	T of C	Exams or FGMCA	ECTS-points
9	Leadership	Mindful leadership	3	IL/L/Ex	Term Paper together with Leading Self	2
10	International Mgt.	International Strategy	4	IL/L/Ex	Assignment	4
		International Mgt.	4	IL/L/Ex	Assignment	4
11	International Organizational Management	International Human Resources	3	IL/L/Ex	Written exam 90 min	3
		Digital Process Management	3	IL/L/Ex	Assignment or Written exam 90 Min.	3
12	International Communication	Cross Cultural Behaviour	3	IL/L/Ex	Assignment with Business Communication	4
13	Electives General Mgt.	Compulsory optional subjects	2	IL/L/Ex	Assignment or Written exam 90 Min.	2
		ECTS total				22
		SHW total	22			

4. Semester

Nr.	Module	Subjects	SHW	T of C	Exams or FGMCAs	ECTS-points
14	Projects	Projects	5	IL/L/Ex	Course assessment	5
15	Methodology	Methodology	2	IL/L/Ex	Course assessment	2
16	Master Thesis		2	MT	Assignment and oral exam (45 Min) or scientific Article (10-15 pages)	18
		ECTS total				25
		SHW total	9			
						90
		SHW total	69			

Total number of hours: 69 SHW Total ECTS: 90

- 1) With the current number of special tracks 4, 9 and 13, specialised subjects are taken which correspond to one of the chosen Special Tracks: General Management (a), International Project Management (b), International Logistics Management ©, and International Human Resources Management (d).
Special Tracks are offered only if there is sufficient demand.

Further details of the course of study are defined in the curriculum.

- 2) Further details of the specialised courses are defined by the Professional School Council in the curriculum.

Appendix: Overview of the subjects and assessments in the part-time post-graduate course of study 'International Business Management and Leadership' at Kempten University.

Variant A: 4 semesters part-time, begin summer term

1. Semester

Nr.	Module	Subjects	SHW	T of C	Exams or FGMCA	ECTS-Points
1	Methodology	Introduction to Scientific Methodology	1	IL/L/Ex	Course assessment	1
		Business English	3	IL/L/Ex	Oral Exam	2
2	Financial Management	Fundamentals of Accounting	3	IL/L/Ex	Oral exam	3
		International Economics & Finance	5	IL/L/Ex	Course assessment and written exam 90 min	5
3	Leadership	Leading Self	2	IL/L/Ex	Term Paper together with Leading others	3
		Principles of Leadership	1	IL/L/Ex	Course assessment	2
4	International Organizational Management	Supply Chain Management or corresponding elective	3	IL/L/Ex	Written exam 90 min	3
		ECTS total				22
		SHW total	21			

2. Semester

Nr.	Module	Subjects	SHW	T of C	Exams or FGMCA	ECTS-points
5	International Communication	Business Ethics	3	IL/L/Ex	Assignment together with Cross Cultural Behaviour	3
		Cross Cultural Behaviour	3	IL/L/Ex	Assignment together with Business Ethics	4
6	Electives General Mgt.	Compulsory optional elective	2	IL/L/Ex	Assignment or written exam (90 Min.)	3
7	International Management	International Strategy	4	IL/L/Ex	Assignment	4
		International Marketing	4	IL/L/Ex	Assignment	4
8	International Organizational Mgt.	International Business Law	3	IL/L/Ex	Written exam 90 min	3
		ECTS total				21
		SHW total	19			

3. Semester

Nr.	Module	Subjects	SHW	T of C	Exams or FGMCA	ECTS-points
9	Leadership	Mindful leadership	3	IL/L/Ex	Assignment together with Leading Self	2
		Principles of Leadership	4		Assignment	3
10	Electives General Mgt.	Compulsory optional subjects	2	IL/L/Ex	Written exam 90 min or assignment	2
11	Methodology	Methodology	2	IL/L/Ex	Course assessment	2
12	Electives International Mgt.	Compulsory optional subjects	11	IL/L/Ex	Assignment	15
		ECTS total				24
		SHW total	22			

4. Semester

Nr.	Module	Subjects	SHW	T of C	Exams or FGMCA	ECTS-points
13	Projects	Projects	5	IL/L/Ex	Course assessment	5
14	Master Thesis		2	MT	Master thesis and oral exam 45 min	18
		ECTS total				23
		SHW total	7			
						90
		SHW total	66			

Appendix: Overview of the subjects and assessments in the part-time post-graduate course of study 'International Business Management and Leadership' at Kempten University.

Variant B: 3 semesters part-time and 1 semester full-time

1. Semester (part-time)

Nr.	Module	Subjects	SHW	T of C	Exams or EGMCA	ECTS-
1	Methodology	Introduction to Scientific Methodology	1	IL/L/Ex	Course assessment	1
		Business English	3	IL/L/Ex	Oral exam	2
2	Financial Management	Fundaments of Accounting	3	IL/L/Ex	Course assessment and oral exam	3
3	Leadership	Leading Self	2	IL/L/Ex	Assignment together with-Leading Others	3
		Principles of Leadership	1	IL/L/Ex	Course assessment	2
4	Intercultural Organizational Management	Supply Chain Mgt. or International Logistics Processes	3		Written exam 90 min	3
		International Human Resources	3	IL/L/Ex	Written exam 90 min	3
		Digital Process Management	3	IL/L/Ex	Assignment or Written exam 90 min	3
		ECTS total				20
		SHW total	19			

2. Semester (part-time)

Nr.	Module	Subjects	SH W	T of C	Exams or FGMCA	ECTS-points
5	Intercultural Communication	Business Ethics	3	IL/L/Ex	Assignment together with Cross Cultural Behaviour	3
		Cross Cultural Behaviour	3	IL/L/Ex	Assignment together with Business Communication	4
6	Leadership	Principles of Leadership	4	IL/L/Ex	Assignment	3
		Mindful leadership	3	IL/L/Ex	Assignment together with Leading Self	2
7	Electives General Mgt.	1.Compulsory optional subject	3	IL/L/Ex	Assignment	3
		2.Compulsory optional subject	2	IL/L/Ex	Assignment or Written exam 90 min	2
8	Financial Mgt.	International Economics & Finance	5	IL/L/Ex	Course assessment and written exam 90 min	5
		ECTS total				22
		SHW total	23			

(3) Semester (full-time)

Nr.	Module	Subjects	SHW	T of C	Exams or FGMCA	ECTS-points
9	Methodology	Methodology	1	IL/L/Ex	Course assessment	2
10	Electives International Mgt.	Compulsory optional subjects	11	IL/L/Ex	Assignment or written exam (90 Min.)	15
11	Projects	Projects	5	IL/L/Ex	Assignment	5
		ECTS total				22
		SHW total	17			

(4) Semester (full-time at a foreign partner university)

Nr.	Module	Subjects	SHW	T of C	Exams or FGMCA	ECTS-points
12	International Management	International Strategy	4	IL/L/Ex	Assignment	4
		International Marketing	4	IL/L/Ex	Assignment	4
13	Master Thesis		2	MT	Assignment and oral exam 45 min	18
		ECTS total				26
		SHW total	10			
		ECTS total				90
		SHW total	66			

Total number of hours: 66 SHW Total ECTS: 90

- 1) With the current number of special tracks 4, 9 and 13, specialised subjects are taken which correspond to one of the chosen Special Tracks: General Management (a), International Project Management (b), International Logistics Management (c), and International Human Resources Management (d).
Special Tracks are offered only if there is sufficient demand.
Further details of the course of study are defined in the curriculum.
- 2) Further details of the specialised courses are defined by the Professional School Council in the curriculum.

Appendix: Overview of the subjects and assessments in the part-time post-graduate course of study 'International Business Management and Leadership' at Kempten University.

Variant C: 2 semesters full-time and 1 semester part-time or 3 semesters full-time

1. Semester:

Nr.	Module	Subjects	SHW	T of C	Exams or FGMCA	ECTS-points
1	Methodology	Introduction to Scientific Methodology	1	IL/L/Ex	Course assessment	1
		Business English	3	IL/L/Ex	Oral exam 40 min	2
2	Financial Management	Fundamentals of Accounting	3	IL/L/Ex	Oral exam	3
		International Finance and Economics	5	IL/L/Ex	Assignment and written exam 90 min	5
3	Leadership	Leading Self	2	IL/L/Ex	Term Paper together with Leading	3
		Principles of Leadership	3	IL/L/Ex	Term Paper	5
		Mindful leadership	3	IL/L/Ex	Term Paper together with Leading Self	2
4	Intercultural Communication	Business Ethics	3	IL/L/Ex	Term Paper together with Cross Cultural Behaviour	
		Cross Cultural Behaviour	3	IL/L/Ex	Term Paper together with Business Communicatio	4
5	Electives General Mgt.	Compulsory optional subjects ²⁾	3	IL/L/Ex	Assignment or written exam (90 Min.)	3
		Compulsory optional subjects ²⁾	2	IL/L/Ex	Assignment or Written exam 90 min	2
6	International Organizational Management	Digital Process Management	3	IL/L/Ex	Assignment or Written exam 90 min	3
		ECTS total				36
		SHW total	35			

2. Semester (partially completed at a foreign partner university)

Nr.	Module	Subjects	SHW	T of C	Exams or FGMCA	ECTS- points
7	Methodology	Methodology	2	IL/L/Ex	Course assessment	2
8	Electives International Mgt.	Compulsory optional subjects	11	IL/L/Ex	Assignment or written Exam (90 Min.)	15
9	International Management	International Strategy	4	IL/L/Ex	Assignment	4
		International Marketing	4	IL/L/Ex	Assignment	4
10	International Organizational Management	International Human Re- sources	3	IL/L/Ex	Written exam 90 min	3
		Supply Chain Manage- ment or Internal Logistics Processes	3	IL/L/Ex	Written exam 90 min	3
11	Projects	Projects	5	IL/L/Ex	Term Paper	5
		ECTS total				36
		SHW total	32			

3. Semester (part-time or full-time)

Nr.	Module	Subjects	SHW	T of C	Exams or EGMCA	ECTS-
12	Master Thesis		2	MT	Assignment and oral exam (45 Min.) or scientific article (10-15 pages)	18
		ECTS total				18
		SHW total	2			
		ECTS total				90
		SHW total	68			

Total number of hours: 68 SHW

Total ECTS: 90

- 1) With the current number of special tracks 4, 9 and 13, specialised subjects are taken which correspond to one of the chosen Special Tracks: General Management (a), International Project Management (b), International Logistics Management (c), and International Human Resources Management (d).
Special Tracks are offered only if there is sufficient demand.
Further details of the course of study are defined in the curriculum.
- 2) Further details of the specialised courses are defined by the Professional School Council in the curriculum.

Appendix: Overview of the subjects and assessments in the part-time post-graduate course of study 'International Business Management and Leadership' at Kempten University.

Variant D: 2 semesters full-time and 1 semester part-time or 3 semesters full-time

1. Semester

Nr.	Module	Subjects	SHW	T of C	Exams or FGMCA	ECTS- points
1	Methodology	Introduction to Scientific Methodology	1	IL/L/Ex	Course assessment	1
		Business English	3	IL/L/Ex	Oral exam 40 min.	2
		Methodology	2	IL/L/Ex	Course assessment	2
2	Leadership	Principles of Leadership	5	IL/L/Ex	Course assessment	5
3	Financial Management	Fundamentals of Accounting	3	IL/L/Ex	Oral exam	3
4	Electives International Mgt.	Compulsory optional Subjects	11		Assignment	15
5	International Organizational Mgt.	Digital Process Management	3	IL/L/Ex	Assignment or Written exam 90 min	3
		International Human Resources or Organizational Development and Change	3	IL/L/Ex	Assignment or Written exam 90 min	3
		Supply Chain Management or International Logistics Processes	3	IL/L/Ex	Written exam 90 min	3
		ECTS total				37
		SHW total	34			

2. Semester (partially completed at a foreign partner university)

Nr.	Module	Subjects	SHW	T of C	Exams or FGMCA	ECTS-
6	Leadership	Leading Self	2	IL/L/Ex	Term Paper together with Leading Others	3
		Mindful leadership	3	IL/L/Ex	Term Paper together with Leading Self	2
7	Financial Management	International Economics and Finance	5	IL/L/Ex	Written exam 90 min	5
8	Intercultural Communication	Business Communication	3	IL/L/Ex	Term Paper together with Cross Cultural Behaviour	3
		Cross Cultural Behaviour	3	IL/L/Ex	Term Paper together with Business Communication	4
9	International Management	International Strategy	4	IL/L/Ex	Assignment	4
		International Marketing	4	IL/L/Ex	Assignment	4
10	Electives General Mngement	Compulsory optional subjects ²⁾	2	IL/L/Ex	Assignment or written exam (90 Min.)	3
		Compulsory optional subjects ²⁾	2	IL/L/Ex	Written exam 90 Min or assignment	2
11	Projects	Projects	5	IL/L/Ex	Assignment	5
		ECTS total				35
		SHW total	33			

3. Semester (part-time or full-time)

Nr.	Module		SHW	T of C	Exams or FGMCA	ECTS-
12	Master Thesis		2	MT	Term Paper or scientific article (10-15 pages)	18
		ECTS total				18
		SHW total	2			
		ECTS total				90
		SHW total	68			

Total number of hours: 68 SHW**Total ECTS: 90**

Appendix: Overview of the subjects and course assessments for the module study 'International Leadership and Change Management'

Nr.	Module	Subjects	SHW	T of C	Exams or EGMCA	ECTS-
1	Methodology	Introduction to Scientific Methodology	1	IL/L/Ex	Course Assessment	1
1	Leadership	Leading Self	2	IL/L/Ex	Term Paper together with Leading Others	2
		Mindful leadership	3	IL/L/Ex	Term Paper together with Leading Self	3
		Principles of Leadership	3	IL/L/Ex	Term Paper	5
		Business Ethics	3	IL/L/Ex	Term Paper together with Cross Cultural Behaviour	3
2	Intercultural Communication	Cross Cultural Behaviour	3	IL/L/Ex	Term Paper together with Business Communication	4
3	Elective International Mgt	Compulsory optional subjects ²⁾	4	IL/L/Ex	Assignment or written exam (90 min.)	5
		ECTS total				23
		SHW total	21			

Appendix: Overview of the subjects and course assessments for the module study 'Organizational Transformation in a global world'

Nr.	Module	Subjects	SHW	T of C	Exams or FGMCA	ECTS-
1	Methodology	Introduction to Scientific Methodology	1		Course Assessment	1
2	Electives International Mgt ¹	Compulsory optional subject	11	IL/L/Ex	Assignment	15
3	Projects ²	Projects	5	IL/L/Ex	Course Assessment	5
		ECTS total				21
		SHW total	17			

¹ Intensification in specialised subjects from the modules 4 and 6 of International Business Management according to the time-table.

² Full-time students can alternatively choose an internship

**Appendix: Overview of the subjects and course assessments for
the module study International Sales Management'**

Nr.	Module	Subjects	SHW	T of C	Exams or FGMCA	ECTS-
1	Methodology	Introduction to Scientific Methodology	1		Course Assessment	1
2	Electives International Mgt ¹	Compulsory optional subject	11	IL/L/Ex	Assignment	15
3	Projects ²	Projects	5	IL/L/Ex	Course Assessment	5
		ECTS total				21
		SHW total	17			

¹ Intensification in specialised subjects from the modules 4 and 6 of International Business Management according to the time-table.

² Full-time students can alternatively choose an internship

**Appendix: Overview of the subjects and course assessments for
the module study 'International Logistics Management'**

Nr.	Module	Subjects	SHW	T of C	Exams or FGMCA	ECTS-
1	International Logistics Management	Introduction to Scientific Methodology	1	IL/L/Ex	Course Assessment	1
2	Electives International Mgt ¹	Compulsory optional subject	11	IL/L/Ex	Term Paper	15
2	International Organizational Management	Internal Logistics Processes	3	IL/L/Ex	Written exam 90 min	3
3	Projects ²		5	IL/L/Ex	Course Assessment	5
		ECTS total				24
		SHW total	20			

¹ Intensification in specialised subjects from the modules 4 and 6 of International Business Management according to the time-table.

² Full-time students can alternatively choose an internship

**Appendix: Overview of the subjects and course assessments for
the module study 'International Management Program'
(partially completed at a foreign partner university)**

Nr.	Module	Subjects	SHW	T of C	Exams or EGMCA	ECTS-
1	Methodology	Business English	3	IL/L/Ex	Oral Exam, 40 min	2
2	Financial Management	Fundaments of Accounting	3	IL/L/Ex	Oral Exam, 40 min	3
3	Electives International Mgt. ¹		3	IL/L/Ex	Term Paper	5
4	International Management	International Strategy	4	IL/L/Ex	Term Paper	5
		International Marketing	4	IL/L/Ex	Term Paper	5
5	Projects ²		6	IL/L/Ex	Term Paper	6
		ECTS total				36
		SHW total	31			

¹⁾ Intensification in specialised subjects from the modules 4 and 6 of International Business Management according to the time-table.

²⁾ Full-time students can alternatively choose an internship

Appendix: Overview of the subjects and course assessments for the module study 'MBA Compact'

Nr.	Module	Subjects	SHW	T of C	Exams or FGMCA	ECTS-
1	Methodology	Introduction to Scientific Methodology	1	IL/L/Ex	Course Assessment	1
2	Financial Management	Fundaments of Accounting	3		Oral Exam	3
3	Leadership	Leading Self	2	IL/L/Ex	Term Paper together with Leading Others	3
		Mindful leadership	3	IL/L/Ex	Term Paper together with Leading Self	2
4	International Management	International Strategy	4	IL/L/Ex	Assignment	4
		International Marketing	4	IL/L/Ex	Assignment	4
5	Elective General Mgt. ¹⁾	Compulsory optional subjects ¹⁾	3	IL/L/Ex	Assignment or written exam (90 Min.)	2
		Compulsory optional subjects ¹⁾	2	IL/L/Ex	Written Exam 90 min or assignment	3
6	International Organizational Management	Supply Chain Management	3	IL/L/Ex	Written Exam 90 min	3
		ECTS total				25
		SHW total	25			

¹⁾ Intensification in specialised subjects from the modules 4 and 6 of International Business Management according to the time-table.

Explanations of Abbreviations:

ECTS	=	European Credit Transfer System
FGMCA	=	final grade of module course assessment
T of C	=	type of course
MT	=	Master Thesis
min.	=	minutes
L	=	lectures
SHW	=	semester hours per week
Ex	=	exercises
IL	=	instructive lectures

§ 2

Coming into Effect

This amendment comes into effect from 01 October 2011. It applies entirely for course participants who have enrolled for the first study semester of the postgraduate course 'International Business Management and Leadership' in the winter term 2011/2012

Issued on the basis of Kempten University's Senate resolution from 31.01.2012 and the approval of Kempten University's President on 31.01.2012.

Kempten, 08.02.2012

Prof. Dr. Robert F. Schmidt
– President –

*This statute was set out in Kempten University on 10.02.2012.
The notification was announced by placard in the university on 10.02.2012.
Date of notification is 10.02.2012.*