

**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 21 July 2020

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, Kempten University of Applied Sciences (hereafter called Kempten University) releases for the part-time postgraduate course 'International Business Management and Leadership' the following

Statute:

§1 Purpose of the study and examination regulations

These study and examination regulations serve to complete and supplement the Framework Examination Regulations for Universities of Applied Sciences in Bavaria of 17 October 2001 (Law and Ordinance Sheet pg.686) and the General Examination Regulations of Kempten University of 01 October 2019, as amended.

§ 2 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.

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.

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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 and leadership skills in the international and intercultural context⁵.

§ 3 Acceptance requirements for postgraduate course.

(1) Prerequisites for admission to course

Have completed a qualified⁶ degree at university or an equivalent qualification. (cf Article 43 paragraph 5 clause 1 of the Bavarian Higher Education Act)

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

(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 within one year of starting the course at the latest. Proof of this work experience is by presenting a relevant contract of employment.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

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

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) Study and examinations obtained at other state or state-approved universities in Germany or at a university abroad, will be credited in accordance with § 4 paragraph 1 and 2 of the Framework Examination regulations for Universities of Applied Sciences, Bavaria, providing there are no significant differences in the qualifications acquired. The examination board decides on the acceptance of the equivalence of qualifications on a case-by-case basis. Foreign grades are converted with the help of the so-called modified Bavarian formula in accordance with no.3 of the Agreement of the Länder in Germany on the Assessment of Overall Grades for Foreign higher Education Admission Certificates (Resolution of the Conference of Ministers of Education and Cultural Affairs of 15.03.1991 in the version of 12.09.2013). There will be no grading for accepted study and examination achievements.
- (6) 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, when the submitted Bachelor's degree only corresponds to 180 ECTS. 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. Proof of the admission requirements must be submitted within one year of commencing the course of study.

§ 4 Programme structure, study periods and regular study time.

- (1) The part-time Master course of study comprises a standard period of study of 4 semesters in which 90 credit points are acquired based on the European Credit Transfer System (ECTS). One credit point corresponds to a workload of 25 hours.
- (2) 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. All courses are in English.
- (3) The layout of the study programme is set out in the curriculum, which is shown in the appendix to these study and examination regulations. The study structure of the part-time occupational studies 'International Business Management and Leadership'¹¹ at Kempten University is as follows:

¹¹ 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.

- (4) The times of lectures, examinations and holidays will be announced in good time before the start of each semester.

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.

§ 5 Modules and certificates; module handbook

- (1) The module and the number of credit points to be acquired, the type of courses offered, and the proof of qualifications achieved (examination and course-related credits) are specified in the appendix to this statute.
- (2) The Programme Director, in consultation with the module coordinators, will prepare a module handbook, which is not part of these study and examination regulations. This manual serves to ensure the course offers, to inform the students and is available as a download on the internet. It includes information on:
 - The allocation of credits per module and study semester, the kind of courses in the individual modules
 - The study objectives and course contents of the individual modules
 - More detailed specifications on the form and implementation of the master thesis.

§ 6 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.¹²

§ 7 Examinations¹³

- (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.
- (2) The examinations are to be taken in the English language.
- (3) When the final grade is a fail (grade 5), then this examination can be repeated once. A second retake is possible for a maximum of two examinations. A third retake is not possible.
- (4) If assignments are repeated, a new topic must be given.

§ 8 Evaluation of examination performances and access to examination papers

1. According to §7 of the Framework Examination Regulations for Universities of Applied Sciences only whole grades are awarded for the master thesis

¹² 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

¹³ Titel of § 7 new version with effect from 01.10.2009 by amendment of statute dated xx.12.2009

- and the 'thesis defence', as well as for the writing of a scientific article.
2. An exam is passed when at least grade 4 is achieved.
 3. The student has the opportunity to see his/her exam. This takes place in the first month of the semester following the announcement of the examination results.

§ 9 Term assignments, presentations, seminars and business-simulations

Term assignments and presentations start with the announcement of the topic to be worked on. If the paper is not handed in on time, or the presentation is not held on the given date, grade 5 (fail) will be given, unless the student withdraws for reasons which he/she is not responsible. The reasons for withdrawal or absence must be reported in writing immediately to the university and must be substantiated. A business-simulation and a seminar are considered to be commenced with the attendance on the first day.

§ 10 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 the 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)¹⁴ The master thesis can only be started when at least 50 of the 90 possible credit points have been achieved.
- (3) After the topic has been assigned, the time required to complete the master thesis may be extended by the Examination Committee after a written application has been submitted stating reasons for which the student is not responsible. This application must be submitted immediately. The reason for the application must be substantiated, in case of illness by a medical certificate.
- (4)¹⁵ The thesis must be submitted printed and bound, in triplicate as well as in digital form.
- (5)¹⁶ When submitting the thesis, the student has to ensure that he/she has written the thesis independently, has not used any other sources and materials than those indicated, has marked literal and analogous quotations, and has not otherwise submitted the thesis for examination purposes.

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

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

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

- (6) The master thesis has to be submitted in time but not before six weeks after registration at the Professional School of Business and Technology. The time of uploading the document, as recorded in the IT system, is decisive. The date of submission and compliance to the deadline must be recorded. The responsibility for providing that the master thesis was submitted in time lies with the student.
- (7) If the master thesis is not submitted in time, it will be graded with grade 5 (fail)
- (8) The master thesis has been successfully passed if at least grade 4 has been achieved. The thesis can be repeated once with a new topic.
- (9) 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 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.
- (10) 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.

§ 11¹⁷ Overall examination grade and degree certificate

- (1) The postgraduate course is successfully completed when at least grade 4 (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.

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

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- (3) The topic of the thesis as well as the grades achieved are also shown in the degree certificate.
 - (4) The certificate also shows an overall examination grade, which is the average grade of the master thesis weighted by the number of credit points and the grades of the modules listed in the appendix. The final grade of the thesis is included in the overall examination grade with the weighting factor 2.
 - (5) In addition to the overall grade (so-called final grade) the actual percentage of graduates per final grade is shown in the Diploma Supplement, whereby all graduates of the last two calendar years are taken as the basis for the calculation.

§ 12 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 01 October 2019.¹⁸

§ 13 Module Studies

In order to acquire an academic or professional partial qualification, modules of the study course can also be taken individually as module studies. A certificate will be issued on passing the examination. Successfully completed modules can be credited to the part-time postgraduate study course International Business Management and Leadership. The same requirements for access to further modular studies apply as for access to the postgraduate study course.

§ 14 Coming into Effect

- (1) This statute comes into effect from 01.10.2020.
- (2) It applies to course participants who take up the postgraduate course for the first time in the winter semester 2020/2021. 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.¹⁹ For course participants who started the postgraduate course before the winter term 2011/2012 the Study and Examination Regulations in the version from 13 January

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

¹⁹ according to transition regulation in § 2 paragraph 1 clause 2 of the amended statute dated xx.12.2009

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2010 apply. For course participants who started the postgraduate course before the winter term 2016/2017 the Study and Examination Regulations in the version from 05 August 2016 still apply. For course participants who started the postgraduate course before the summer term 2019 the Study and Examination regulations in the version from 14 January 2019 apply.

Issued on the basis of Kempten University's Senate resolution from 21 July 2020 and the approval of Kempten University's president on 21 July.2020

Kempten, 21.07.2020

Prof. Dr Wolfgang Hauke
-President-

This statute was set out at Kempten University on xx/xx.2020 and announced by placard in the university on xx/xx/.2020

Day of announcement is xx/xx.2020

Appendix 1: Overview of the modules and assessment of the part-time postgraduate course International Business Management and Leadership at Kempten University

Module Nummer	Module/Seminar	Workload in hours	Type of seminar	Exam assessment (Points out of 100 for partial assessment*)	Credit Points (CP) as per ECTS	Module grade Weighting
M1	Fundamentals of Business Administration¹ (Fundamentals of Accounting/ Business English)	125	SL/ EL	OE (60/40)	5 (3/2)	5/90
M2	Core Business Functions¹ (Int. Economics & Finance, Digital Process Management & Int. HRM)	300	SL/ EL	WE 90 min. (40/30/30)	12 (4/4/4)	12/90
M3	Leadership¹ (Leading self & Mindful Leadership, Principles of Leadership)	225	SL/EL	TP 4 Months (20/20/60)	9 (2/2/5)	9/90
M4	Electives International Management¹	350	SL/ EL	TP 4 Months (35/30/35)	14 (5/4/5)	14/90
M5	Sustainability & Business Ethics	125	SL/ EL	TP 4 Months (40/60)	5 (2/3)	5/90
M6	Electives General Management*	125	SL/ EL	TP 4 Months or WE 90 Min. (40/60)	5 (2/3)	5/90
M7	Int. Strategic Management (Marketing/Strategy)	200	SL/ EL	TP 4 Months (50/50)	8 (4/4)	8/90
M8	Int. Supply Chain Management or corresponding Elective International Management	125	SL/ EL	TP 4 Months WE 90 min.	5	5/90
M9	Projects¹	150	SL/ EL	AS 6 Weeks	6	6/90
M10	Scientific Methodology¹	125	SL/ EL	D/RP and TP 2 Months (60/40)	5	5/90
M11	Master Thesis	400 (13000 - 18000 Words)	MT	TS	16	16/90
	Total				90	90/90

Appendix 1.1: Overall view of the subjects and assessment of the part-time postgraduate course of study International Business and Leadership at Kemten University/ Variant A: 4 Semester part-time, Begin winter semester

Module Nr.	Module/ Seminar	Credit Points (CP) as per ECTS per Semester				Total Credit Points (CP) as per ECTS	Type of seminar	Exam assessment (Points out of 100 per part qualification)*
		1	2	3	4			
M1	Fundamentals of Business Administration¹					5	SL/EL	OE (60/40)
M1.1	Fundamentals of Accounting	3				(3)	SL/EL	OE (60)
M1.2	Business English	2				(2)	SL/EL	OE (40)
M2	Core Business Functions¹					12	SL/EL	WE 90 min. (40/30/30)
M2.1	Int. Economics & Finance	4				(4)	SL/EL	WE (40)
M2.2	Digital Process Management			4		(4)	SL/EL	WE (30)
M2.3	Int. HRM			4		(4)	SL/EL	WE (30)
M3	Leadership¹					9	SL/EL	TP (20/60/20)
M3.1	Leading Self	2				(2)	SL/EL	TP (20)
M3.2	Principles of Leadership	2	3			(5)	SL/EL	TP (60)
M3.3	Mindful Leadership			2		(2)	SL/EL	TP (20)
M4	Electives International Management^{1 2}					14	SL/EL	TP (35/30/35)
M4.1	Elective		5			(5)	SL/EL	TP (35)
M4.2	Elective		4			(4)	SL/EL	TP (30)
M4.2	Elective		5			(5)	SL/EL	TP (35)
M5	Sustainability & Business Ethics					5	SL/EL	TP (40/60)
M5.1	Sustainability	2				(2)	SL/EL	TP (40)
M5.2	Business Ethics	3				(3)	SL/EL	TP (60)
M6	Electives General Management*²					5	SL/EL	TP or WE 90 min. (60/40)
M6.1	Elective	3				(3)		TP (60)
M6.2	Elective			2		(2)		TP (40)

M7	International Strategic Management (Marketing/ Strategy)					8	SL/EL	TP (50/50)
M7.1	International Strategy			4		(4)	SL/EL	TP (50)
M7.2	International Marketing			4		(4)	SL/EL	TP (50)
M8	Int. Supply Chain Management or corresponding Elective International Management		5			5	SL/EL	TP or WE 90 min.
M9	Projects¹				6	6	SL/EL	AS
M10	Scientific Methodology¹					5	SL/EL	D/RP (60) and TP (40)
M10.1	Introduction to Scientific Methodology	1			1	(2)	SL/EL	TP (20/20)
M10.2	Disputation/ Article				3	(3)	SL/EL	D/RP (60)
M11	Master Thesis				16	16	MT	
	Total	22	22	20	26	90/90		

Appendix 1.2: Overview of the subjects and assessment of the part-time postgraduate course of study International Business and Leadership at Kempten University/ Variant A: 4 Semester Part-time, Begin summer semester

Module Nr.	Module/ Seminar	Credit Points (CP) as per ECTS per Semester				Total Credit Points (CP) as per ECTS	Type of seminar	Exam assessment (Points out of 100 per part qualification)*
		1	2	3	4			
M1	Fundamentals of Business Administration¹					5	SL/EL	OE (60/40)
M1.1	Fundamentals of Accounting	3				(3)	SL/EL	OE (60)
M1.2	Business English	2				(2)	SL/EL	OE (40)
M2	Core Business Functions¹					12	SL/EL	WE 90 min. (40/30/30)
M2.1	Int. Economics & Finance	4				(4)	SL/EL	WE (40)
M2.2	Digital Process Management		4			(4)	SL/EL	WE (30)
M2.3	Int. HRM	4				(4)	SL/EL	WE (30)
M3	Leadership¹					9	SL/EL	TP (20/60/20)
M3.1	Leading Self	2				(2)	SL/EL	TP (20)
M3.2	Principles of Leadership	2	3			(5)	SL/EL	TP (60)
M3.3	Mindful Leadership			2		(2)	SL/EL	TP (20)
M4	Electives International Management¹ ₂					14	SL/EL	TP (35/30/35)
M4.1	Elective			5		(5)	SL/EL	TP (35)
M4.2	Elective			4		(4)	SL/EL	TP (30)
M4.2	Elective			5		(5)	SL/EL	TP (35)
M5	Sustainability & Business Ethics					5	SL/EL	TP (40/60)
M5.1	Sustainability		2			(2)	SL/EL	TP (40)
M5.2	Business Ethics			3		(3)	SL/EL	TP (60)
M6	Electives General Management* ₂					5	SL/EL	TP or WE 90 min. (60/40)
M6.1	Elective		3			(3)		TP (60)
M6.2	Elective			2		(2)		TP (40)

M7	International Strategic Management (Marketing/ Strategy)					8	SL/EL	TP (50/50)
M7.1	International Strategy		4			(4)	SL/EL	TP (50)
M7.2	International Marketing		4			(4)	SL/EL	TP (50)
M8	Int. Supply Chain Management or corresponding Elective International Management	5				5	SL/EL	TP or WE 90 min.
M9	Projects¹				6	6	SL/EL	AS
M10	Scientific Methodology¹					5	SL/EL	D/RP (60) and TP (40)
M10.1	Introduction to Scientific Methodology	1			1	(2)	SL/EL	TP (20/20)
M10.2	Disputation/ Article				3	(3)	SL/EL	D/RP (60)
M11	Master Thesis				16	16	MT	
	Total	23	23	21	26	90/90		

Appendix 1.3: Overview of the subjects and assessment of the part-time postgraduate course of study International Business and Leadership at Kempten University/ Variant B: 3 Semester Part-time, 1 Semester Full-time

Module Nr.	Module/Seminar	Credit Points (CP) as per ECTS per Semester				Total Credit Points (CP) as per ECTS	Type of seminar	Exam assessment (Points out of 100 per part qualification)*
		1	2	3	4			
M1	Fundamentals of Business Administration¹					5	SL/EL	OE (60/40)
M1.1	Fundamentals of Accounting	3				(3)	SL/EL	OE (60)
M1.2	Business English	2				(2)	SL/EL	OE (40)
M2	Core Business Functions¹					12	SL/EL	WE 90 min. (40/30/30)
M2.1	Int. Economics & Finance		4			(4)	SL/EL	WE (40)
M2.2	Digital Process Management	4				(4)	SL/EL	WE (30)
M2.3	Int. HRM	4				(4)	SL/EL	WE (30)
M3	Leadership¹					9	SL/EL	TP (20/60/20)
M3.1	Leading Self	2				(2)	SL/EL	TP (20)
M3.2	Principles of Leadership	2	3			(5)	SL/EL	TP (60)
M3.3	Mindful Leadership		2			(2)	SL/EL	TP (20)
M4	Electives International Management^{1 2}					14	SL/EL	TP (35/30/35)
M4.1	Elective			5		(5)	SL/EL	TP (35)
M4.2	Elective			4		(4)	SL/EL	TP (30)
M4.2	Elective			5		(5)	SL/EL	TP (35)
M5	Sustainability & Business Ethics					5	SL/EL	TP (40/60)
M5.1	Sustainability		2			(2)	SL/EL	TP (40)
M5.2	Business Ethics		3			(3)	SL/EL	TP (60)
M6	Electives General Management*²					5	SL/EL	TP or WE 90 min. (60/40)
M6.1	Elective		3			(3)		TP (60)
M6.2	Elective		2			(2)		TP (40)

M7	International Strategic Management (Marketing/ Strategy)					8	SL/EL	TP (50/50)
M7.1	International Strategy				4	(4)	SL/EL	TP (50)
M7.2	International Marketing				4	(4)	SL/EL	TP (50)
M8	Int. Supply Chain Management or corresponding Elective International Management	5				5	SL/EL	TP or WE 90 min.
M9	Projects¹			6		6	SL/EL	AS
M10	Scientific Methodology¹					5	SL/EL	D/RP (60) and TP (40)
M10.1	Introduction to Scientific Methodology	1			1	(2)	SL/EL	TP (20/20)
M10.2	Disputation/ Article				3	(3)	SL/EL	D/RP (60)
M11	Master Thesis				16	16	MT	
	Total	23	19	20	28	90/90		

Appendix 1.4: Overview of the subjects and assessment of the part-time postgraduate course of study International Business and Leadership at Kempten University/ Variant C: 2 Semester Full-time, 1 Semester Part-time or 3 Semester Full-time

Module Nr.	Module/ Seminar	Credit Points (CP) as per ECTS per Semester				Total Credit Points (CP) as per ECTS	Type of seminar	Exam assessment (Points out of 100 per part qualification)*
		1	2	3	4			
M1	Fundamentals of Business Administration¹					5	SL/EL	OE (60/40)
M1.1	Fundamentals of Accounting	3				(3)	SL/EL	OE (60)
M1.2	Business English	2				(2)	SL/EL	OE (40)
M2	Core Business Functions¹					12	SL/EL	WE 90 min. (40/30/30)
M2.1	Int. Economics & Finance	4				(4)	SL/EL	WE (40)
M2.2	Digital Process Management	4				(4)	SL/EL	WE (30)
M2.3	Int. HRM		4			(4)	SL/EL	WE (30)
M3	Leadership¹					9	SL/EL	TP (20/60/20)
M3.1	Leading Self	2				(2)	SL/EL	TP (20)
M3.2	Principles of Leadership	5				(5)	SL/EL	TP (60)
M3.3	Mindful Leadership	2				(2)	SL/EL	TP (20)
M4	Electives International Management¹ ²					14	SL/EL	TP (35/30/35)
M4.1	Elective		5			(5)	SL/EL	TP (35)
M4.2	Elective		4			(4)	SL/EL	TP (30)
M4.2	Elective		5			(5)	SL/EL	TP (35)
M5	Sustainability & Business Ethics					5	SL/EL	TP (40/60)
M5.1	Sustainability	2				(2)	SL/EL	TP (40)
M5.2	Business Ethics	3				(3)	SL/EL	TP (60)
M6	Electives General Management* ²					5	SL/EL	TP or WE 90 min. (60/40)
M6.1	Elective	3				(3)	SL/EL	TP (60)
M6.2	Elective	2				(2)	SL/EL	TP (40)

M7	International Strategic Management (Marketing/ Strategy)					8	SL/EL	TP (50/50)
M7.1	International Strategy		4			(4)	SL/EL	TP (50)
M7.2	International Marketing		4			(4)	SL/EL	TP (50)
M8	Int. Supply Chain Management or corresponding Elective International Management		5			5	SL/EL	TP or WE 90 min.
M9	Projects¹		6			6	SL/EL	AS
M10	Scientific Methodology¹					5	SL/EL	D/RP (60) and TP (40)
M10.1	Introduction to Scientific Methodology	1		1		(2)	SL/EL	TP (20/20)
M10.2	Disputation/ Article			3		(3)	SL/EL	D/RP (60)
M11	Master Thesis			16		16	MT	
	Total	33	37	20		90/90		

Appendix 1.5: Overview of the subjects and assessment of the part-time postgraduate course of study International Business and Leadership at Kempten University/ Variant D: 2 Semester Full-time, 1 Semester Part-time or 3 Semester Full-time

Module Nr.	Module/ Seminar	Credit Points (CP) as per ECTS per Semester				Total Credit Points (CP) as per ECTS	Type of seminar	Exam assessment (Points out of 100 per part qualification)*
		1	2	3	4			
M1	Fundamentals of Business Administration¹					5	SL/EL	OE (60/40)
M1.1	Fundamentals of Accounting	3				(3)	SL/EL	OE (60)
M1.2	Business English	2				(2)	SL/EL	OE (40)
M2	Core Business Functions¹					12	SL/EL	WE 90 min. (40/30/30)
M2.1	Int. Economics & Finance		4			(4)	SL/EL	WE (40)
M2.2	Digital Process Management	4				(4)	SL/EL	WE (30)
M2.3	Int. HRM	4				(4)	SL/EL	WE (30)
M3	Leadership¹					9	SL/EL	TP (20/60/20)
M3.1	Leading Self		2			(2)	SL/EL	TP (20)
M3.2	Principles of Leadership	5				(5)	SL/EL	TP (60)
M3.3	Mindful Leadership		2			(2)	SL/EL	TP (20)
M4	Electives International Management¹ ²					14	SL/EL	TP (35/30/35)
M4.1	Elective	5				(5)	SL/EL	TP (35)
M4.2	Elective	4				(4)	SL/EL	TP (30)
M4.2	Elective	5				(5)	SL/EL	TP (35)
M5	Sustainability & Business Ethics					5	SL/EL	TP (40/60)
M5.1	Sustainability		2			(2)	SL/EL	TP (40)
M5.2	Business Ethics		3			(3)	SL/EL	TP (60)
M6	Electives General Management* ²					5	SL/EL	TP or WE 90 min. (60/40)
M6.1	Elective		3			(3)	SL/EL	TP (60)
M6.2	Elective		2			(2)	SL/EL	TP (40)

M7	International Strategic Management (Marketing/ Strategy)					8	SL/EL	TP (50/50)
M7.1	International Strategy		4			(4)	SL/EL	TP (50)
M7.2	International Marketing		4			(4)	SL/EL	TP (50)
M8	Int. Supply Chain Management or corresponding Elective International Management	5				5	SL/EL	TP or WE 90 min.
M9	Projects¹		6			6	SL/EL	AS
M10	Scientific Methodology¹					5	SL/EL	D/RP (60) and TP (40)
M10.1	Introduction to Scientific Methodology	1		1		(2)	SL/EL	TP (20/20)
M10.2	Disputation/ Article			3		(3)	SL/EL	D/RP (60)
M11	Master Thesis			16		16	MT	
	Total	38	32	20		90/90		

Appendix 2.1: Overview of the subjects and examination assessment of the module study course International Leadership and Change Management

Module Nr.	Module/ Seminar	Total Credit Points (CP) as per ECTS	Type of seminar	Exam assessment (Points out of 100 per part qualification)*
M3	Leadership¹	9	SL/EL	TP (20/60/20)
M3.1	Leading Self	(2)	SL/EL	TP (20)
M3.2	Principles of Leadership	(5)	SL/EL	TP (60)
M3.3	Mindful Leadership	(2)	SL/EL	TP (20)
M4	Electives International Management^{1 2}	5	SL/EL	TP (35/30/35)
M4.1	Elective	(5)	SL/EL	TP (35)
M5	Sustainability & Business Ethics	5	SL/EL	TP (40/60)
M5.1	Sustainability	(2)	SL/EL	TP (40)
M5.2	Business Ethics	(3)	SL/EL	TP (60)
M10	Scientific Methodology¹	1	SL/EL	D/RP (60) and TP (40)
M10.1	Introduction to Scientific Methodology	(1)	SL/EL	TP (20)
	Total	20		

Appendix 2.2: Overview of the subjects and examination assessment of the module study course International Sales Management

Module Nr.	Module/ Seminar	Total Credit Points (CP) as per ECTS	Type of seminar	Exam assessment (Points out of 100 per part qualification)*
M4	Electives International Management¹²	14	SL/EL	TP (35/30/35)
M4.1	Elective	(5)	SL/EL	TP (35)
M4.1	Elective	(4)	SL/EL	TP (30)
M4.1	Elective	(5)	SL/EL	TP (35)
M9	Projects¹	6	SL/EL	AS
M10	Scientific Methodology¹	1	SL/EL	D/RP (60) and TP (40)
M10.1	Introduction to Scientific Methodology	(1)	SL/EL	TP (20)
	Total	21		

Appendix 2.3: Overview of the subjects and examination assessment of the module study course International Logistics Management

Module Nr.	Module/ Seminar	Total Credit Points (CP) as per ECTS	Type of seminar	Exam assessment (Points out of 100 per part qualification)*
M4	Electives International Management¹²	14	SL/EL	TP (35/30/35)
M4.1	Elective	(5)	SL/EL	TP (35)
M4.1	Elective	(4)	SL/EL	TP (30)
M4.1	Elective	(5)	SL/EL	TP (35)
M8	Internal Logistics Processes	5	SL/EL	WE 90 min.
M9	Projects¹	6	SL/EL	AS
M10	Scientific Methodology¹	1	SL/EL	D/RP (60) and TP (40)
M10.1	Introduction to Scientific Methodology	(1)	SL/EL	TP (20)
	Total	26		

Appendix 2.4: Overview of the subjects and examination assessment of the module study course International Management Programme (partly at a university abroad)

Module Nr.	Module/ Seminar	Total Credit Points (CP) as per ECTS	Type of seminar	Exam assessment (Points out of 100 per part qualification)*
M1	Fundamentals of Business Administration	5	SL/EL	OE (60/40)
M1.1	Fundamentals of Accounting	(3)	SL/EL	OE (60)
M1.2	Business English	(2)	SL/EL	OE (40)
M4	Electives International Management^{1 2}	14	SL/EL	TP (35/30/35)
M4.1	Elective	(5)	SL/EL	TP (35)
M4.1	Elective	(4)	SL/EL	TP (30)
M4.1	Elective	(5)	SL/EL	TP (35)
M7	International Strategic Management (Marketing/ Strategy)	8	SL/EL	TP (50/50)
M7.1	International Strategy	(4)	SL/EL	TP (50)
M7.2	International Marketing	(4)	SL/EL	TP (50)
M9	Projects¹	6	SL/EL	AS
M10	Scientific Methodology¹	1	SL/EL	D/RP (60) and TP (40)
M10.1	Introduction to Scientific Methodology	(1)	SL/EL	TP (20)
	Total	34		

Appendix 2.5: Overview of the subjects and examination assessment of the module study course MBA compact (partly at a university abroad)

Module Nr.	Module/ Seminar	Total Credit Points (CP) as per ECTS	Type of seminar	Exam assessment (Points out of 100 per part qualification)*
M1	Fundamentals of Business Administration	5	SL/EL	OE (60/40)
M1.1	Fundamentals of Accounting	(3)	SL/EL	OE (60)
M1.2	Business English	(2)	SL/EL	OE (40)
M3	Leadership¹	4	SL/EL	TP (20/60/20)
M3.1	Leading Self	(2)	SL/EL	TP (20)
M3.3	Mindful Leadership	(2)	SL/EL	TP (20)
M4	Electives International Management¹²	5	SL/EL	TP (35/30/35)
M4.1	Elective	(5)	SL/EL	TP (35)
M7	International Strategic Management (Marketing/ Strategy)	8	SL/EL	TP (50/50)
M7.1	International Strategy	(4)	SL/EL	TP (50)
M7.2	International Marketing	(4)	SL/EL	TP (50)
M6	Electives General Management*²	2	SL/EL	TP or WE 90 min. (60/40)
M6.2	Elective	(2)	SL/EL	TP (40)
M10	Scientific Methodology¹	1	SL/EL	D/RP (60) and TP (40)
M10.1	Introduction to Scientific Methodology	(1)	SL/EL	TP (20)
	Total	25		

* Part qualifications can be obtained for modules. These must be passed individually. They are added to the overall performance (maximum 100 points) within the defined maximum number of points. The point system is as follows:

Note 1 = 85 - 100

Note 2 = 70 - 84

Note 3 = 55 - 69

Note 4 = 40 - 54

Note 5 = 0 - 39

¹The module requires the obligatory 100% attendance of the participants for both content and didactic reasons.

Abbreviations:

MT	Master Thesis
ECTS	points as per European Credit Transfer System
EL	E-Learning
SL	Seminar Lecture
OE	Oral Exam
WE	Written Exam
TP	Term Paper
D	Defense
RP	Research Paper

