



Study and Examination Regulations

Durham University Business School
- EBS Universität

Executive Master of Business
Administration (EMBA)

Approved by:

Faculty Council, October 4, 2023



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1 Scope

- (1) The following Study and Examination Regulations contain the programme-specific provisions for the Executive Master in Business Administration (EMBA) at Durham University Business School (DUBS) and EBS University (EBS).
- (2) For all module assessments conducted by Durham University Business School and EBS University, the corresponding "EMBA Programme Regulations" of Durham University Business School, which have been aligned with EBS University, shall apply. These regulations will be made available to students by Durham University Business School in accordance with standard university procedures. Otherwise, and unless otherwise specified in these study and examination regulations, the provisions of the currently valid **General Regulations for Study and Examination Regulations (ABPO)** of EBS University shall apply.

2 Programme Goal, Language, and MBA Degree

- (1) The goal of the "Durham - EBS Executive MBA" (EMBA) dual-degree programme is to impart to experienced managers and specialists who hold a bachelor's, master's, or a doctoral degree in any academic discipline the management competencies and tools required to assume managerial positions in today's global labour market. Through the EMBA programme EBS Business School pursues its goal of educating and training specialists and business leaders with methodological, analytical, and intercultural experience who seek to further their personal development.
- (2) The Executive Master in Business Administration (EMBA) programme is non-consecutive post graduate Master's level degree programme in business administration and management. It is conducted entirely in English as a part-time, intensive course of study.
- (3) The programme follows a multidisciplinary approach that draws upon the knowledge and experiences of the students and enhances and strengthens analytical skills required in today's business environment.
- (4) The EMBA programme is a second professional qualification in the field of business administration. Due to the programme's international focus and the partnership between EBS and Durham University (UK), students are prepared for positions of responsibility in an international work environment. The key pillars of the programme are academic rigor, practical relevance, internationality, and personal development.
- (5) In accordance with the respective provisions of these Study and Examination Regulations, and with the Durham University "Core Regulations for Modular Taught Master's



Degrees, Postgraduate Diplomas and Postgraduate Certificates", successful graduates of the EMBA programme are awarded the academic degree of "Master of Business Administration (MBA)" by EBS University and Durham University.

3 Commencement of Study and Standard Duration

- (1) Prerequisites for commencing the EMBA programme of study include admission to the programme as granted by EBS University and Durham University, the effective execution of the EBS study contract, payment of the enrolment and tuition fees as stipulated in the EBS Schedule of Charges (*Gebührenordnung*) for the EMBA programme, enrolment at EBS in accordance with the regulations of the Hessian Higher Education Act, as well as enrolment at Durham University Business School in accordance with the admission requirements of Durham University and consistent with the respective applicable agreements between EBS University and Durham University Business School.
- (2) The EMBA programme commences in the fall semester. The exact dates for the start of each semester are determined by both universities and communicated to students in advance. The Fall Term starts on August 1 and ends on December 31 of the same year. The Spring Term begins on January 1 and ends on July 31 of the same year. Lecture periods may vary from this schedule. The exact dates are determined by both universities and communicated in due time.
- (3) The standard period of study for the Executive MBA programme is 18 months.

4 Admission to the EMBA Programme

- (1) Requirements for admission to the EMBA programme are as follows:
 - a) Proof of a first degree in the form of a certified transcript and diploma certificate in any course of study, awarded by a German or foreign university or an institution recognised as equivalent with a total of at least 240 ECTS credits and corresponding to a UK "Upper Second Class / 2:1" degree (Germany 2.4, United States 3.0); or
 - b) Proof of a master's degree in the form of a certified transcript and diploma certificate in any course of study awarded by a German or foreign university or an institution recognised as equivalent with at least 90 ECTS Credits, or
 - c) Proof of a professional qualification obtained through a certified training programme or other professional qualification with a minimum of five years of professional experience as well as the fulfilment of additional admissions requirements.
 - d) Proof of at least three years of professional experience acquired after the first university degree. In exceptional cases, periods of work before the first university degree may also be recognised. Relevant professional experience exceeding three



years can be credited with up to 30 ECTS credits per year. Applicants with leadership experience or in leadership positions exceeding the stated periods can be credited with up to 45 ECTS credits per year. However, in any case, there must be at least one full year of work experience between the first university degree and the start of the EMBA programme. The decision on the recognition of leadership qualities and knowledge acquired outside academic institutions will be made on a case-by-case basis. In borderline cases, the EMBA Admissions Committee, consisting of the EMBA Program Directors and the Admissions Designates of EBS University and Durham University Business School, will make the determination.

- (2) Proof of written and spoken English language proficiency demonstrated in one of the following ways:
 - a) Native English-speaker, who has been raised in an English-speaking country;
 - b) An official, valid, TOEFL iBT Score Report with a minimum of 102 points, with no individual element below 23 points, and dated within two years of the programme start; or
 - c) An official, valid minimum IELTS total score of 7.0, with no individual element below 6.0, and dated within two years of the programme start; or
 - d) An official, valid minimum Pearson Academic (PTE) total score of 68, with no individual element below 59, and dated within two years of the programme start; or
 - e) Proof of completion of a prior academic degree taught in the English language and completed within 24 months of the programme start date; or
 - f) Proof of a work-related stay in an English-speaking country of at least one year in duration within 24 months of the programme start date; or
 - g) Submission of a letter from the current employer confirming that English is used predominantly or frequently as the working language at the employer and that the applicant is proficient in written and spoken English and uses it extensively in the current role (documentation, presentations, meetings, negotiations, etc.).
- (3) Submission of two letters of recommendation utilising the standard letter of reference form provided and signed and dated by the referee. The first reference should be provided by a supervisor or a person in a leadership role at the applicant's current place of employment. The second reference should be provided by a person in a leadership position at the current or a previous employer, or alternatively from a professor who is familiar with the quality of the applicant's work.



- (4) Submission of an essay written by the applicant and ranging from 500 to 750 words in length that outlines the applicant's personal motivation to participate in the EMBA programme and highlights the academic's academic interests and professional experiences relevant for the programme.
- (5) Completion of an admission interview conducted in English with the EMBA Program Directors of EBS University and Durham University, or with other authorised representatives from both universities, in which the applicant's personal, social, societal, and professional competencies, as well as their language proficiency in English, is assessed.
- (6) The applicant's admission is granted by both the EBS University and the Durham University. The Admission Committee, consisting of the EMBA Program Directors and the Admissions Representatives from the EBS University and Durham University, decides on admission based on the professional qualifications of the applicants and the result of the oral admission interview with the applicant.

5 Programme Goals and Structure

- (1) The qualification objectives are programme-specific and outlined in the EMBA Learning Goals and Learning Objectives (see Appendix 1). The respective module descriptions provide detailed explanations of the relevant Learning Goals and Learning Objectives applicable to each module.
- (2) Modules are offered with a total number of whole ECTS credits. 1 ECTS credit corresponds to a workload of 30 hours. The distribution of ECTS credits is as follows:
 - a) 28 ECTS credits are allocated to 9 core modules;
 - b) 12 ECTS credits are allocated to 3 elective modules:
 - c) 20 ECTS credits are allocated to the Strategic Business Project. The Strategic Business Project consists of a research methods module totalling 4 ECTS credits, and the Strategic Business Project itself, totalling 16 ECTS credits.



(3) Curriculum Overview:

TERM	EMBA Curriculum Overview							ECTS
Fall Term	<i>FIRST YEAR RESIDENTIAL</i> Leading and Managing People 3 ECTS		Strategic Management 3 ECTS		Operations and Technology 3 ECTS		Economics for Business 3 ECTS	12 ECTS
Spring Term	Accounting 3 ECTS	Finance 3 ECTS	Marketing 3 ECTS	Elective Block A* 4 ECTS	Elective Block B* 4 ECTS	Elective Block C* 4 ECTS	Elective Block D* 4 ECTS	21 ECTS
Fall Term	<i>SECOND YEAR RESIDENTIAL</i> The Boardroom Exercise 4 ECTS		Sustainability and Ethics 3 ECTS		Strategic Business Project (1) Research Methods 4 ECTS		Strategic Business Project / Master Thesis	11 ECTS
Spring Term	Strategic Business Project (2) Master Thesis 16 ECTS							16 ECTS

* Three elective modules are selected from the elective modules offered in four "Elective Blocks".

6 Modules and ECTS

- (1) All study contents are modularised, and modules in the EMBA programme typically consist of three or four ECTS credits.
- (2) All module descriptions are made available online by Durham University prior to the start of each semester. These descriptions include the following information: module/course number, module title, type (core module / elective module), learning and goals and objectives, content, number of credits, workload, type of teaching, and examination modes in accordance with valid assessment types.
- (3) The study environment should be conducive to optimal education. The necessary time for self-study should be taken into consideration by the instructors when designing the teaching activities.
- (4) Teaching activities can take the following forms:
 - a) Lectures and seminars
 - b) Group work and presentations, usually in conjunction with lectures
 - c) Project and case studies or simulation events
 - d) Online-supported formats, and
 - e) Other innovative formats.



- (5) Students are enrolled automatically in the core modules as per the curriculum plan. Active enrolment by the student is required only for elective modules.
- (6) Primary study materials (such as lecture materials) will be provided to the students as part of the respective teaching activities.
- (7) Upon completion of a module, the course content and the conduct of the teaching activity should be evaluated anonymously by the students.

7 Strategic Business Project (Master Thesis)

- (1) The "Strategic Business Project" consists of a research methods module that comprises 4 ECTS credit points and a written final Master Thesis in the form of a Strategic Business Project that comprises 16 ECTS credit points.
- (2) The Master Thesis, conducted in the form of a Strategic Business Project, is a final written assignment that demonstrates the student's ability to independently research and effectively evaluate a given topic within a specified timeframe using appropriate scholarly methods. It is an individual task to be completed solely by the student, utilizing only permissible resources within the designated period. In the EMBA Strategic Business Project, students are expected to demonstrate their capability to apply their theoretical knowledge to a practical case and analyse a significant strategic issue, ideally in collaboration with a company.
- (3) The prerequisite for admission to the final thesis is participation in the preceding modules during the first, second, and third semesters. Typically, work on the Master Thesis begins after successful completion of the mandatory and elective modules.
- (4) The student must submit the necessary registration, including a proposed topic for the Master Thesis, to the EMBA Programme Management Office within the university's standard deadlines. If all criteria are met, the registration is confirmed by the EMBA Programme Management Office (DUBS). In cases of doubt, the programme directors of both Business Schools will make the decision. In the event an external institution is to have a significant influence on the topic and the execution, approval from the academic leadership of both Business Schools is also required.
- (5) The Durham-EBS EMBA Programme Management Office assists the student in identifying a suitable, qualified primary supervisor from either EBS University or Durham University. Only professors or lecturers who exercise or have exercised independent teaching activities in the respective field of study at the faculty can be appointed as primary



supervisors. The Strategic Business Project is to be evaluated by at least two examiners in separate assessments. The assignment of examiners is jointly made by EBS Business School and Durham University. Students will be promptly informed about their supervisors by the EMBA Programme Management Office. The primary supervisor must be either a lecturer or an approved external lecturer at EBS Universität, or a lecturer at Durham University. The secondary supervisor is typically a lecturer from Durham University.

- (6) The completion duration and submission deadlines are communicated to the students by Durham University Business School in accordance with university standards, at least six weeks before the start of the processing period. The period to complete the Strategic Business Project is 20 weeks, and the work should not exceed 15,000 words. The Durham University Board of Examiners may extend the processing time upon a student's written submission of a reasonable request. Valid reasons for an extension of the submission deadline may include serious illness, physical impairment, unexpectedly high workload at the employer, or other exceptional circumstances beyond the student's control that prevent the student from meeting the original deadline. The request must be submitted to the DUBS EMBA Programme Management Office before the published submission deadline and promptly after the occurrence of the circumstances warranting the request.
- (7) The Master Thesis must be submitted by the student in electronic form through the platform as communicated by Durham University Business School on or before the specified deadline. The first page should include a statement by the student confirming that they have independently and exclusively prepared the work based on the sources cited. Papers that are not submitted on time or in the prescribed format, or lack the required declaration from the author, will be graded as "failed" (5.0).
- (8) The evaluation of the Master Thesis (or Strategic Business Project) is conducted based on the respective valid Durham University grading scheme, which is provided to the markers by the DUBS EMBA Programme Management Office. The markers submit their separate assessments to the EMBA Programme Management Office of either EBS University or Durham University. The evaluation is based on Durham University Business School's "Durham University Grading Scheme for Postgraduate Taught Programmes" (see Appendix 2). The final grade is determined by agreement between both markers.
- (9) Assignments that are not submitted on time will be graded as "failed." The Strategic Business Project module is considered conclusively failed if the student has failed the second attempt or not submitted the second attempt by the specified submission deadline.



8 Assessments, Grading Scheme, and Passing Regulations

- (1) Assessments must be completed for all modules. The types of module assessment and their weighting are found in the Curriculum Overview (Appendix 2) and in the respective module descriptions.
- (2) Assessments must be passed at the module level. Special regulations apply to the final module EMBA Strategic Business Project, as specified in § 9 (14).
- (3) If assessments other than a written exam are planned for a module, the scope, requirements, completion duration, and submission deadlines will be announced at the beginning of the teaching activity by the instructor.

9 Calculation of Overall Grade, and Award of the Academic Degree

- (1) The student is considered to have passed the Master's examinations when each module has been completed successfully as per the Durham University Business School marking scheme, or upon other formal approval by the Durham University Business School Board of Examiners and upon subsequent ratification by the Durham University Business School Board of Examiners.
- (2) A student is considered to have irrevocably failed the Master examinations if grades as and repetitions as allowed per examination regulations were unsuccessful or not submitted within the published deadline.
- (3) For passing grades an overall average grade is calculated and displayed on the MBA Master's certificate.

All grades will be awarded according to the grading system of Durham University Business School. Grades are then converted into the EBS Business School grading system according to the conversion table in Appendix 4. The overall grade of the MBA examination is calculated as follows: First, the overall grading quotient is determined. This is the sum of the module quotients, rounded according to § 11a (7) of the Examination Regulations, weighted by the respective number of module credits, divided by the total number of credits. This value is rounded according to § 11a (7) and displayed in the Semester Report with a maximum of three decimal places:

$$\text{Gesamtbenotungsquotient} = \frac{\sum_{i=1}^n \text{Modulquotient}_i * \text{Modulcredits}_i}{\sum_{i=1}^n \text{Modulcredits}_i}$$

with i = module and n = number of modules for which assessments must be completed. In this calculation, this equals the sum of the module quotients weighted by their respective ECTS credits.



- (4) Upon successful completion of the Master's requirements, EBS University awards the academic degree of Master of Business Administration (MBA) in accordance with the relevant provisions of the Examination Regulations (ABPO).
- (5) Upon successful completion of the Master's requirements, a Master's certificate (see Appendix 5), a Transcript of Records, and a Diploma Supplement (see Appendix 6) shall be issued.
- (6) All graduation documents are issued in the English language.

10 Effective Date

The study and examination regulations shall come into effect at the beginning of the Fall semester on August 1, 2023



Appendices

Appendix 1: Executive MBA Learning Goals and Objectives

Learning Goals	Learning Objectives
<p>1. To develop a broad and holistic understanding of organisations, their external context, management, and governance.</p>	<p>1. Students will develop:</p> <ul style="list-style-type: none"> • Critical awareness of current issues in international business and management informed by leading edge research and practice in the field. • Specialised understanding of appropriate techniques to allow detailed investigation of relevant business and management issues. • Advanced knowledge and critical understanding of the uses of qualitative and quantitative methods for providing information and evaluating options in an uncertain international business environment.
	<p>2. Students demonstrate an advanced knowledge and critical understanding of the financing of the organisation, including finance concepts, theories, and methods.</p>
	<p>3. Students demonstrate an advanced knowledge and critical understanding of the leadership, management, and development of people within organisations.</p>
	<p>4. Students demonstrate an advanced knowledge and critical understanding of the production and marketing of goods and services and the management of resources and operations.</p>
<p>2. To develop the ability to critically evaluate ethical, sustainability, corporate social responsibility, and value management issues.</p>	<p>5. Students demonstrate the ability to take account of business ethics, sustainability, and corporate social responsibility issues.</p>
<p>3. To develop an advanced knowledge and critical awareness of current issues in international business and management.</p>	<p>6. Students demonstrate a critical understanding of the importance of contextual forces and factors, such as PESTLE (political, economic, sociocultural, technological, legal, and environmental), or STEEPLE (social, technological, economic, environmental, political, legal, and ethical) for internationally operating organisations and their impact on an organisation's international strategy</p>
	<p>7. Students demonstrate the ability to analyse the potential impact of increasing trade integration or increasing trade protectionism, or of entering or exiting a customs union, on the demand and supply of non-financial firms.</p>



4. To develop specialized abilities and analytical skills which are informed by leading-edge research and practice in the field.	8. Students will understand how boards operate as a team to develop and present appropriate strategic proposals and to successfully engage key board activities, and hence operate effectively as a board in a simulated boardroom exercise
	9. Students demonstrate the ability to organise data, synthesise and share knowledge, extract meaning from a wide range of information sources, and share knowledge at an advanced level.
	10. Students demonstrate an advanced knowledge and critical understanding of the use of operations management concepts and approaches for application in business and management within a global knowledge-based economy.



Appendix 2: Executive MBA Programme of Study

Modules	Grading Types and Weightings	Credit Points / Semester			Weight in relation to overall Grade
		FT Sem 1	ST Sem 2	FT Sem 3	

Fall Term (Semester 1)

Leading and Managing People	Written Assignment (100 P.)	3			3/60
Strategic Management	Written Assignment (100 P.)	3			3/60
Operations and Technology	Group Presentation (20%) Written Assignment (80%); 100 Points Total	3			3/60
Economics for Business	Written Assignment (100 P.)	3			3/60
		12			12/60

Spring Term (Semester 2)

Accounting	Written Assignment - Financial Analysis (100 P.)		3		3/60
Finance	Written Assignment - Individual Project (100 P.)		3		3/60
Marketing	Written Assignment (100 P.)		3		3/60

Student selects three of the following elective modules:

Advanced Finance for Business	Written Assignment - Individual Project (100 P.)		4		4/60
Business Analytics	Written Assignment - Individual Project (100 P.)		4		4/60
Leading Change	Written Assignment (100 P.)		4		4/60
Negotiation	Written Assignment (100 P.)		4		4/60
New Venture Creation	Written Assignment (100 P.)		4		4/60
Negotiation	Written Assignment - Negotiation Report (100 P.)		4		4/60
Project Management	Written Assignment - Negotiation Report (100 P.)		4		4/60
Technology and Innovation	Written Assignment - Business Project (100 P.)		4		4/60
			21		21/60



Fall Term (Semester 3)

The Boardroom Exercise	Board Meeting (100 P. / 60%) Board Papers (100 P. / 40%); 100 Points Total			4	
Sustainability and Ethics	Written Assignment (100 P.)			3	
Strategic Business Project (1) Research Methods	Written Assignment - Research Proposal (100 P.)			4	
Strategic Business Project (2) Master Thesis*	Written Assignment - Business Project (100 P.)			16	
				27	
<hr/>					
Total: 60 ECTS		12	21	27	60

* The Strategic Business Project is submitted in the first quarter of the following semester.



Appendix 3: Durham University Postgraduate Taught Programmes Grading Scheme

Grade	Mark %	Interpretations
Distinction	90-100	Exceptional. The student demonstrates exceptional understanding of an issue. The work is exemplary, offering a creative and/or novel perspective.
	80-89	Outstanding. The student demonstrates an unusually deep understanding of an issue. The work is outstanding and draws upon well conducted research and analysis to provide genuine insight.
	70-79	Excellent. The student demonstrates an excellent understanding of the issues in the area. The work is very well researched with in-depth analysis and fully evaluated findings and conclusions.
Merit	65-69	Very good. The student demonstrates a very good understanding of the issues in the area and the work is well researched and analysed with substantial conclusions.
	60-64	Good. The student demonstrates a good understanding of the main issues in the area, and the work is soundly based in its analysis, findings, and conclusions.
Pass	55-59	Satisfactory. The student demonstrates a basic understanding of the main issues in the area, but the work is limited in terms of its depth of analysis and/or quality of findings.
	50-54	Fair. The student demonstrates understanding and awareness of both the relevant concepts and literature at a pass level.
Fail	40-49	Poor. The student demonstrates some understanding and awareness of the relevant concepts and literature, but the work does not demonstrate a sufficient level of understanding and/or depth of analysis and/or degree of synthesis to achieve a pass standard.
	20-39	Clear fail. The student demonstrates little relevant knowledge and/or understanding of the subject.
	19 or below	Serious fail. The student demonstrates very little relevant knowledge and/or understanding of the subject.



Appendix 4: Grade Conversion Table Durham University – EBS University

German Numeric Grade	Quotient Grade	Durham Numeric Grade	Durham Grade Descriptor	German Grade Descriptor
1,0	1,000	95	Exceptional	Sehr gut
1,1	0,980	90	Exceptional	Sehr gut
1,2	0,964	85	Outstanding	Sehr gut
1,3	0,948	80	Outstanding	Sehr gut
1,4	0,932	75	Excellent	Sehr gut
1,5	0,916	70	Excellent	Sehr gut
1,6	0,900	69	Very good	Gut
1,7	0,884	68	Very good	Gut
1,8	0,868	67	Very good	Gut
1,9	0,852	66	Very good	Gut
2,0	0,836	65	Very good	Gut
2,1	0,820	64	Good	Gut
2,2	0,804	63	Good	Gut
2,3	0,788	62	Good	Gut
2,4	0,772	61	Good	Gut
2,5	0,756	60	Good	Gut
2,6	0,740	59,5	Satisfactory	Befriedigend
2,7	0,724	59	Satisfactory	Befriedigend
2,8	0,708	58,5	Satisfactory	Befriedigend
2,9	0,692	58	Satisfactory	Befriedigend
3,0	0,676	57,5	Satisfactory	Befriedigend
3,1	0,660	57	Satisfactory	Befriedigend
3,2	0,644	56,5	Satisfactory	Befriedigend
3,3	0,628	56	Satisfactory	Befriedigend
3,4	0,612	55,5	Satisfactory	Befriedigend
3,5	0,596	55	Satisfactory	Befriedigend
3,6	0,580	54	Fair	Ausreichend
3,7	0,564	53	Fair	Ausreichend
3,8	0,548	52	Fair	Ausreichend
3,9	0,532	51	Fair	Ausreichend
4,0	0,516	50,5	Fair	Ausreichend
4,0	0,500	50	Fair	Ausreichend
5,0	0,400	40	Poor	Unbefriedigend
5,0	0,200	20	Clear fail	Unbefriedigend
5,0	0,000	0	Serious fail	Unbefriedigend



Appendix 5: Document Template for Graduation Documents

Master Urkunde / Diploma

Master of Business Administration (MBA)

Max Muster

born _____ in _____

has completed the Master of Business Administration (MBA) programme in accordance with the respective Provisions of Study and Examinations.

The EBS Business School awards the academic degree

Master of xxx

xxxxxx

.....
Dean

.....
Vice Dean Education



Appendix 6: Diploma Supplement

Diploma Supplement

This Diploma Supplement model was developed by the European Commission, Council of Europe and UNESCO / CEPES. The purpose of the supplement is to provide sufficient independent data to improve the international 'transparency' and fair academic and professional recognition of qualifications (diplomas, degrees, certificates etc.). It is designed to provide a description of the nature, level, context, content, and status of the studies that were pursued and successfully completed by the individual named on the original qualification to which this supplement is appended. It should be free from any value judgements, equivalence statements or suggestions about recognition. Information in all eight sections should be provided. Where information is not provided, an explanation should give the reason why.

1. HOLDER OF THE QUALIFICATION

- 1.1 Family Name /1.2 First Name**
Test, Master
- 1.2 Date, Place, Country of Birth**
01.01.1988, Musterstadt, Germany
- 1.3 Student ID Number or Code**
21012345

2. QUALIFICATION

- 2.1 Name of Qualification** (full, abbreviated; in original language) and **Title Conferred** (full, abbreviated; in original language)
Master of Business Administration (MBA)
- 2.2 Main Field(s) of Study**
Master of Business Administration (MBA)
International Dual Award
- 2.3 Institution Awarding the Qualification** (in original language)
EBS Business School, faculty of EBS Universität für Wirtschaft und Recht
Schloss Reichartshausen
65375 Oestrich-Winkel
Germany
- 2.4 Institution Administering Studies (in original language)**
EBS Business School, faculty of EBS Universität für Wirtschaft und Recht
Schloss Reichartshausen
65375 Oestrich-Winkel
Germany
Status (Type / Control)
University / Private Institution, state-recognized
- 2.5 Language(s) of Instruction/Examination**
English



3. LEVEL OF THE QUALIFICATION

- 3.1 Level**
Postgraduate degree (highest degree below doctoral level)
- 3.2 Official Length of Programme**
18 months
- 3.3 Access Requirements**
Bachelor's degree from a college, university, or technical school of acceptable standing with at least 240 ECTS Credits or equivalent; minimum of 3 years of professional experience; official TOEFL score report (iBT score 102), or IELTS test report form (band score 7,0); or Pearson Academic (overall score 68); personal statement, two references.

4. CONTENTS AND RESULTS GAINED

- 4.1 Mode of Study**
Part-time
- 4.2 Programme Requirements/ Qualification Profile of the Graduate**
The Executive Master of Business Administration programme is a research- and practice-oriented, postgraduate business administration study that qualifies the participants for management positions in business:
- 4.3 Programme Details**
See "Master's Transcript" for list of courses and grades and for subjects offered in examinations (written and oral), and topic of thesis, including evaluations.
- 4.4 Grading Scheme**
General grading scheme cf. Sect. 8.6.
- 4.5 Overall Classification (in original language)**
Based on 60 ECTS credits

5. FUNCTION OF THE QUALIFICATION

- 5.1 Access to Further Study**
Qualifies to apply for admission to doctoral studies.
- 5.2 Professional Status**
1. Graduates will be highly competent in all essential business functions and demonstrate a broad and holistic understanding of organisations, their external context, management and governance.
 2. Graduates will be capable of effectively continuing their professional lives in an international environment.
 3. Graduates will have excellent excellent conceptual and critical thinking skills and analytical capabilities.
 4. Graduates will demonstrate awareness of the impact of their business decisions on multiple stakeholders in an uncertain rapidly changing world.



6. ADDITIONAL INFORMATION

6.1 Additional Information

Dual-award programme administered jointly with Durham University Business School, Durham, England

6.2 Further Information Sources

Institution: www.ebs.edu

Programme: <https://www.ebs.edu/en/study-course/emba>

7. CERTIFICATION

This Diploma Supplement refers to the following original documents:

Master of Business Administration certificate (xx.xx.20xx)

Master of Business Administration transcript (xx.xx.20xx)

Semester Report

Certification Date: xx.xx.20xx

Examinations Office

(Official Stamp/Seal)



8. NATIONAL HIGHER EDUCATION SYSTEM¹

The information on the national higher education system on the following pages provides a context for the qualification and the type of higher education that awarded it.

8.1 Types of Institutions and Institutional Status

Higher education (HE) studies in Germany are offered at three types of Higher Education Institutions (HEI).²

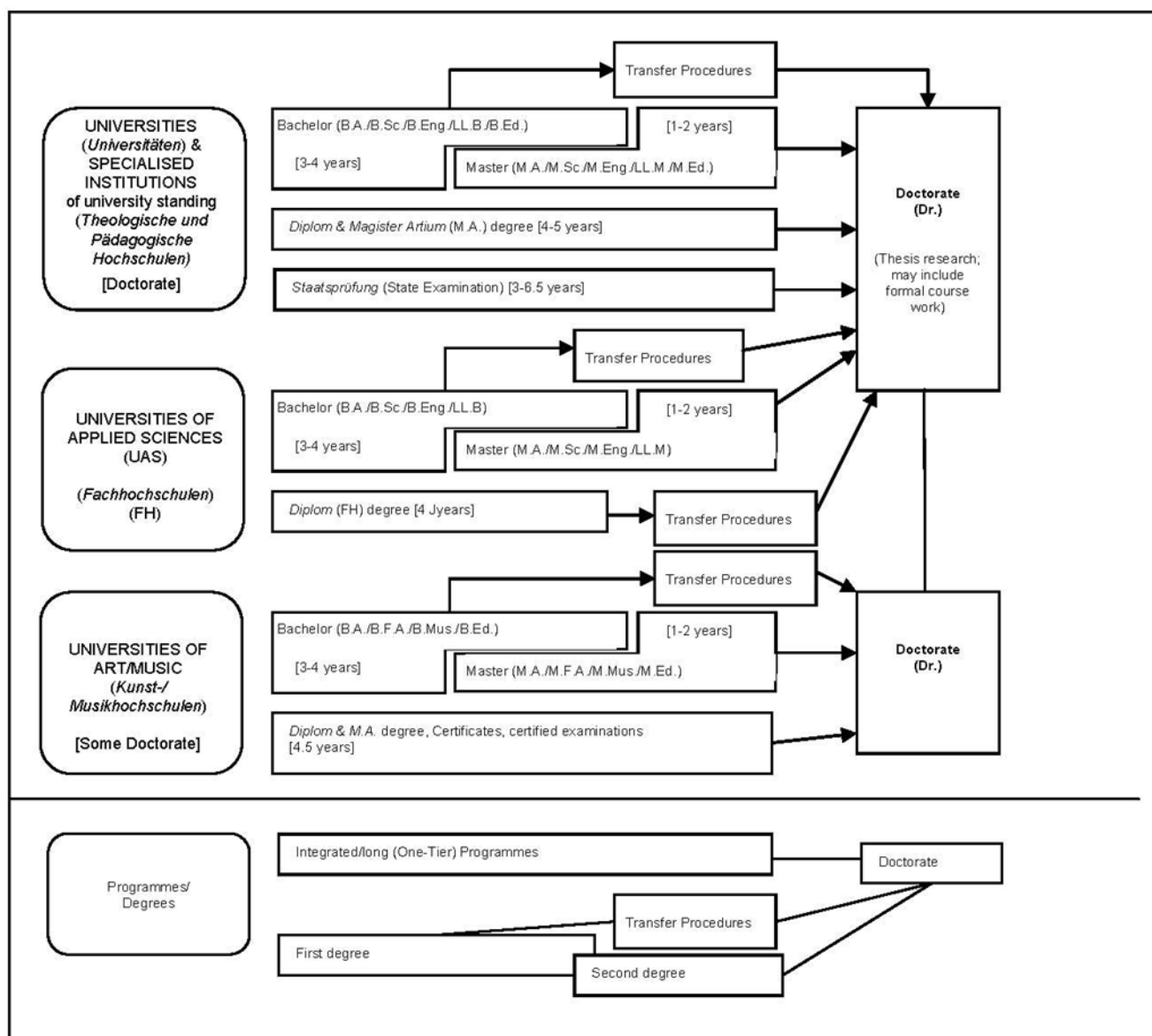
- Universitäten (Universities) including various specialized institutions, offer the whole range of academic disciplines. In the German tradition, universities focus in particular on basic research so that advanced stages of study have mainly theoretical orientation and research-oriented components.

- Fachhochschulen (Universities of Applied Sciences) concentrate their study programmes in engineering and other technical disciplines, business-related studies, social work, and design areas. The common mission of applied research and development implies a distinct application-oriented focus and professional character of studies, which include integrated and supervised work assignments in industry, enterprises, or other relevant institutions.

- Kunst- und Musikhochschulen (Universities of Art/Music) offer studies for artistic careers in fine arts, performing arts and music; in such fields as directing, production, writing in theatre, film, and other media; and in a variety of design areas, architecture, media, and communication.

Higher Education Institutions are either state or state-recognized institutions. In their operations, including the organization of studies and the designation and award of degrees, they are both subject to higher education legislation.

Table 1: Institutions, Programmes and Degrees in German Higher Education





8.2 Types of Programmes and Degrees Awarded

Studies in all three types of institutions have traditionally been offered in integrated "long" (one-tier) programmes leading to Diplom- or Magister Artium degrees or completed by a Staatsprüfung (State Examination).

Within the framework of the Bologna-Process one-tier study programmes are successively being replaced by a two-tier study system. Since 1998, two-tier degrees (Bachelor and Master) have been introduced in almost all study programmes. This change is designed to provide enlarged variety and flexibility to students in planning and pursuing educational objectives, they also enhance international compatibility of studies.

The German Qualifications Framework for Higher Education Degrees³, the German Qualifications Framework for Lifelong Learning⁴ and the European Qualifications Framework for Lifelong Learning⁵ describe the degrees of the German Higher Education System. They contain the classification of the qualification levels as well as the resulting qualifications and competencies of the graduates.

For details cf. Sec. 8.4.1, 8.4.2, and 8.4.3 respectively. Table 1 provides a synoptic summary.

8.3 Approval/Accreditation of Programmes and Degrees

To ensure quality and comparability of qualifications, the organization of studies and general degree requirements have to conform to principles and regulations established by the Standing Conference of the Ministers of Education and Cultural Affairs of the *Länder* in the Federal Republic of Germany (KMK).⁶ In 1999, a system of accreditation for programmes of study has become operational under the control of an Accreditation Council at national level. All new programmes have to be accredited under this scheme; after a successful accreditation they receive the quality-label of the Accreditation Council.⁷

8.4 Organization and Structure of Studies

The following programmes apply to all three types of institutions. Bachelor's and Master's study courses may be studied consecutively, at various higher education institutions, at different types of higher education institutions and with phases of professional work between the first and the second qualification. The organization of the study programmes makes use of modular components and of the European Credit Transfer and Accumulation System (ECTS) with 30 credits corresponding to one semester.

8.4.1 Bachelor

Bachelor's degree study programmes lay the academic foundations, provide methodological skills and lead to qualifications related to the professional field. The Bachelor's degree is awarded after 3 to 4 years.

The Bachelor's degree programme includes a thesis requirement. Study courses leading to the Bachelor's degree must be accredited according to the Law establishing a Foundation for the Accreditation of Study Programmes in Germany.⁸

First degree programmes (Bachelor) lead to Bachelor of Arts (B.A.), Bachelor of Science (B.Sc.), Bachelor of Engineering (B.Eng.), Bachelor of Laws (LL.B.), Bachelor of Fine Arts (B.F.A.), Bachelor of Music (B.Mus.) or Bachelor of Education (B.Ed.).

The Bachelor's degree corresponds to level 6 of the German Qualifications Framework/ European Qualifications Framework.

8.4.2 Master

Master is the second degree after another 1 to 2 years. Master study programmes may be differentiated by the profile types "practice-oriented" and "research-oriented". Higher Education Institutions define the profile.

The Master degree study programme includes a thesis requirement. Study programmes leading to the Master degree must be accredited according to the Law establishing a Foundation for the Accreditation of Study Programmes in Germany.⁹

Second degree programmes (Master) lead to Master of Arts (M.A.), Master of Science (M.Sc.), Master of Engineering (M.Eng.), Master of Laws (LL.M.), Master of Fine Arts (M.F.A.), Master of Music (M.Mus.) or Master of Education (M.Ed.). Master study programmes which are designed for continuing education may carry other designations (e.g., MBA).

The Master degree corresponds to level 7 of the German Qualifications Framework/ European Qualifications Framework.

8.4.3 Integrated "Long" Programmes (One-Tier):

Diplom degrees, Magister Artium, Staatsprüfung

An integrated study programme is either mono-disciplinary (Diplom degrees, most programmes completed by a Staatsprüfung) or comprises a combination of either two major or one major and two minor fields (Magister Artium). The first stage (1.5 to 2 years) focuses on broad orientations and foundations of the field(s) of study. An Intermediate Examination (Diplom-Vorprüfung for Diplom degrees; Zwischenprüfung or credit requirements for the Magister Artium) is prerequisite to enter the second stage of advanced studies and specializations. Degree requirements include submission of a thesis (up to 6 months duration) and comprehensive final written and oral examinations. Similar regulations apply to studies leading to a Staatsprüfung. The level of qualification is equivalent to the Master level.

- Integrated studies at Universitäten (U) last 4 to 5 years (Diplom degree, Magister Artium) or 3 to 6.5 years (Staatsprüfung). The Diplom degree is awarded in engineering disciplines, the natural sciences as well as economics and business. In the humanities, the corresponding degree is usually the Magister Artium (M.A.). In the social sciences, the practice varies as a matter of institutional traditions. Studies preparing for the legal, medical and pharmaceutical professions are completed by a Staatsprüfung. This applies also to studies preparing for teaching professions of some Länder.

The three qualifications (Diplom, Magister Artium and Staatsprüfung) are academically equivalent and correspond to level 7 of the German Qualifications Framework/ European Qualifications Framework.

. They qualify to apply for admission to doctoral studies. Further prerequisites for admission may be defined by the Higher Education Institution, cf. Sec. 8.5.

- Integrated studies at Fachhochschulen (FH)/Universities of Applied Sciences (UAS) last 4 years and lead to a Diplom (FH) degree which corresponds to level 6 of the German Qualifications Framework/ European Qualifications Framework.

. While the FH/UAS are non-doctorate granting institutions, qualified graduates may apply for admission to doctoral studies at doctorate-granting institutions, cf. Sec. 8.5.

- Studies at Kunst- and Musikhochschulen (Universities of Art/Music etc.) are more diverse in their organization, depending on the field and individual objectives. In addition to Diplom/Magister degrees, the integrated study programme awards include Certificates and certified examinations for specialized areas and professional purposes.

8.5 Doctorate

Universities as well as specialized institutions of university standing and some Universities of Art/Music are doctorate-granting institutions. Formal prerequisite for admission to doctoral work is a qualified Master (UAS and U), a Magister degree, a Diplom, a Staatsprüfung, or a foreign equivalent. Comparable degrees from universities of art and music can in exceptional cases (study programmes such as music theory, musicology, pedagogy of arts and music, media studies) also formally qualify for doctoral work. Particularly qualified holders of a Bachelor or a Diplom (FH) degree may also be admitted to doctoral studies without acquisition of a further degree by means of a procedure to determine their aptitude. The universities respectively the doctorate-granting institutions regulate entry to a doctorate as well as the structure of the procedure to determine aptitude. Admission further requires the acceptance of the Dissertation research project by a professor as a supervisor.



The doctoral degree corresponds to level 8 of the German Qualifications Framework/ European Qualifications Framework.

8.6 Grading Scheme

The grading scheme in Germany usually comprises five levels (with numerical equivalents; intermediate grades may be given): "Sehr Gut" (1) = Very Good; "Gut" (2) = Good; "Befriedigend" (3) = Satisfactory; "Ausreichend" (4) = Sufficient; "Nicht ausreichend" (5) = Non-Sufficient/Fail. The minimum passing grade is "Ausreichend" (4). Verbal designations of grades may vary in some cases and for doctoral degrees.

In addition, grade distribution tables as described in the ECTS Users' Guide are used to indicate the relative distribution of grades within a reference group.

8.7 Access to Higher Education

The General Higher Education Entrance Qualification (Allgemeine Hochschulreife, Abitur) after 12 to 13 years of schooling allows for admission to all higher educational studies. Specialized variants (Fachgebundene Hochschulreife) allow for admission at Fachhochschulen (UAS), universities and equivalent higher education institutions, but only in particular disciplines. Access to study programmes at Fachhochschulen (UAS) is also possible with a Fachhochschulreife, which can usually be acquired after 12 years of schooling. Admission to study programmes at Universities of Art/Music and comparable study programmes at other higher education institutions as well as admission to a study programme in sports may be based on other or additional evidence demonstrating individual aptitude.

Applicants with a vocational qualification but without a school-based higher education entrance qualification are entitled to a general higher education entrance qualification and thus to access to all study programmes, provided they have obtained advanced further training certificates in particular state-regulated vocational fields (e.g. Meister/Meisterin im Handwerk, Industriemeister/in, Fachwirt/in (IHK und HWK), staatlich geprüfte/r Betriebswirt/in, staatliche geprüfte/r Gestalter/in, staatlich geprüfte/r Erzieher/in). Vocationally qualified applicants can obtain a Fachgebundene Hochschulreife after completing a state-regulated vocational education of at least two years' duration plus professional practice of normally at least three years' duration, after having successfully passed an aptitude test at a higher education institution or other state institution; the aptitude test may be replaced by successfully completed trial studies of at least one year's duration.¹⁰

Higher Education Institutions may in certain cases apply additional admission procedures.

8.8 National Sources of Information

- *Kultusministerkonferenz (KMK)* [Standing Conference of the Ministers of Education and Cultural Affairs of the *Länder* in the Federal Republic of Germany]; Graurheindorfer Str. 157, D-53117 Bonn.
Fax: +49[0]228/501-777; Phone: +49[0]228/501-0
- Central Office for Foreign Education (ZaB) as German NARIC; www.kmk.org; E-Mail: zab@kmk.org
- "Documentation and Educational Information Service" as German EURYDICE-Unit, providing the national dossier on the education system (<http://www.kmk.org/dokumentation/zusammenarbeit-auf-europaeischer-ebene-im-eurydice-informationsnetz.html>)
E-Mail: eurydice@kmk.org
- *Hochschulrektorenkonferenz (HRK)* [German Rectors' Conference]; Ahrstrasse 39, D-53175 Bonn; Fax: +49[0]228/887-110; Phone: +49[0]228/887-0; www.hrk.de; E-Mail: post@hrk.de
- "Higher Education Compass" of the German Rectors' Conference features comprehensive information on institutions, programmes of study, etc. (www.higher-education-compass.de)

¹ The information covers only aspects directly relevant to purposes of the Diploma Supplement. All information as of January 2015.

² Berufsakademien are not considered as Higher Education Institutions, they only exist in some of the *Länder*. They offer educational programmes in close cooperation with private companies. Students receive a formal degree and carry out an apprenticeship at the company. Some Berufsakademien offer Bachelor courses which are recognized as an academic degree if they are accredited by a German accreditation agency.

³ German Qualifications Framework for Higher Education Degrees. (Resolution of the Standing Conference of the Ministers of Education and Cultural Affairs of the *Länder* in the Federal Republic of Germany of 21 April 2005).

⁴ German Qualifications Framework for Lifelong Learning (DQR). Joint resolution of the Standing Conference of the Ministers of Education and Cultural Affairs of the *Länder* in the Federal Republic of Germany, the German Federal Ministry of Education and Research, the German Conference of Economics Ministers and the German Federal Ministry of Economics and Technology (Resolution of the Standing Conference of the Ministers of Education and Cultural Affairs of the *Länder* in the Federal Republic of Germany of 15 November 2012). More information at www.dqr.de

⁵ Recommendation of the European Parliament and the European Council on the establishment of a European Qualifications Framework for Lifelong Learning of 23 April 2008 (2008/C 111/01 – European Qualifications Framework for Lifelong Learning – EQF).

⁶ Common structural guidelines of the *Länder* for the accreditation of Bachelor's and Master's study courses (Resolution of the Standing Conference of the Ministers of Education and Cultural Affairs of the *Länder* in the Federal Republic of Germany of 10.10.2003, as amended on 04.02.2010).

⁷ "Law establishing a Foundation "Foundation for the Accreditation of Study Programmes in Germany", entered into force as from 26 February 2005, GV. NRW. 2005, No. 5, p. 45 in connection with the Declaration of the *Länder* to the Foundation "Foundation for the Accreditation of Study Programmes in Germany" (Resolution of the Standing Conference of the Ministers of Education and Cultural Affairs of the *Länder* in the Federal Republic of Germany of 16 December 2004).

⁸ See note No. 7.

⁹ See note No. 7.

¹⁰ Access to higher education for applicants with a vocational qualification, but without a school-based higher education entrance qualification (Resolution of the Standing Conference of the Ministers of Education and Cultural Affairs of the *Länder* in the Federal Republic of Germany of 6 March 2009).