

**First Amendment to the Examination
Regulations 2009
(NGO-PO – WS 2009/10) of
19 December 2010**

for the Degree Programme

**Master of Business Administration
(MBA) in Corporate Social
Responsibility & Non-Governmental
Organisation (CSR & NGO)
Management**

at the Rheinbach Campus of the
Bonn-Rhein-Sieg University of Applied Sciences

By virtue of Article 2 paragraph 4 and Article 64¹ of the Higher Education Act of the German Federal State of North Rhine-Westphalia (Gesetz über die Hochschulen des Landes Nordrhein-Westfalen; Hochschulgesetz – HG NRW) of 31 October 2006 (GV. NRW, page 474) in the version of the University Autonomy Act of 1 January 2007 (VG.NRW, page 474) and in the version of 31 January 1992 (GV.NRW, page 90), the Department of Management Sciences at the Rheinbach Campus of the Bonn-Rhein-Sieg University of Applied Sciences (Bonn-Rhein-Sieg University, BRSU) issued the following First Amendment to the **Examination Regulations 2009** for the Degree Programme **Master of Business Administration (MBA) in Non-Governmental Organisation Management (NGO-PO WS 2009/10)** of 19 December 2010:

¹ Please note that the German § symbol has been rendered as “Article” throughout. What is referred to as “Absatz” in the German “Prüfungsordnung”, has been termed “paragraph” in the English translation. (Translator’s comment)

Please note that this document is a translation of the German “ Erste Änderungsordnung der Masterprüfungsordnung 2009 (NGO-PO - WS 2009/10) vom 19. Dezember 2010 für den Studiengang Master of Business Administration (MBA) Corporate Social Responsibility & Non Governmental Organisation Management am Campus Rheinbach an der Hochschule Bonn-Rhein-Sieg”. Only the German source text is legally binding.

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I. General provisions

Article 1 - Scope of the Examination Regulations

These Examination Regulations for the Master’s degree (i.e. German *Masterprüfungsordnung*, henceforth abbreviated as NGO-PO) shall apply to all examination matters including the final examination for the degree programme “Master of Business Administration (MBA) in Corporate Social Responsibility & Non-Governmental Organisation (CSR & NGO) Management”, offered by the Department of Management Sciences at the Rheinbach Campus of the Bonn-Rhein-Sieg University of Applied Sciences.

Article 2 - Degree programme objectives; purpose of the examination; academic degree

(1) The Master’s degree programme, in accordance with the general tuition and study objectives (Article 58 HG), aims to provide students who have already acquired a first university degree qualifying for a profession (undergraduate degree) with deeper comparative scientific and practice-oriented insights into the concepts, methods and techniques of general management, with a focus on strategic and functional as well as operative issues of non-governmental organisations (NGOs). The students are expected to acquire the skills and qualification necessary to further develop these issues and to apply them successfully to the analysis and solution of strategic problems in national and international professional practice. Furthermore, the degree programme aims to develop the students’ creative and writing abilities and to prepare them for the Master’s examination.

(2) The Master’s degree is an academic degree that enables the student to undertake a managerial position. The final examination serves to assess whether or not the student has achieved the objectives of the degree programme.

(3) Having passed the final examination, students are awarded the international academic degree of “Master of Business Administration (MBA)” by Bonn-Rhein-Sieg University. This degree entitles the graduates to participate in a doctoral degree programme and is recognised as a prerequisite for admission to positions in the German higher administrative class (A13/E13 qualification).

Article 3 - Admission requirements

(1) To be admitted to the Master’s degree programme, applicants are required to submit evidence of having acquired an undergraduate degree worth a minimum of

210 credits as well as a minimum of one year of professional experience after completion of their undergraduate degree.

(2) If the undergraduate degree has been awarded fewer than 210 credits, but a minimum of 180 credits, the practical term (Article 11) must be successfully completed (cf. Article 4 paragraph 1).

(3) To ensure that they can take an active part in the degree programme, full-time employed students are recommended to submit an employer’s declaration that states that they can spend 780 hours of their working time on course-related activities.

(4) Not applicable

(5) Applicants must provide evidence of sufficient English language skills by documenting that they have completed an English-language undergraduate programme or that they have passed the Test of English as a Foreign Language (TOEFL) with a minimum score of 557 in its paper-based version, 220 in its computer-based version and 83 in the Internet test or that they have achieved an equivalent result in another test on the English language.

(6) Students shall provide evidence of fulfilling the admission requirements in accordance with paragraphs 1 and 5 in the form of an application, a letter of motivation as well as a CV in table form, written in English.

(7) To successfully complete the degree programme, students must fulfil the admission requirements in accordance with paragraphs 1 and 5; apart from that, they are required to attentively follow economic and social developments and issues. Therefore, the admission requirements are complemented by a corresponding aptitude test. This aptitude test aims to assess the students’ skills in structured problem-solving as well as their communication and presentation abilities. (For instance, interviews, case studies and presentations may be carried out for this purpose.)

(8) In accordance with Article 50 HG, applicants shall be denied admission if they have irrevocably failed an examination required by the examination regulations for the chosen degree programme at any other university under the jurisdiction of the German Basic Law (Grundgesetz); this shall also apply to related or comparable degree programmes as well as other reasons for forfeiting the entitlement to participation in the examination. The Examination Board decides on the comparability of the respective degree programme.

Article 4 - Standard period of study; scope of studies; language of tuition

(1) The standard period of study is three semesters, including the Master’s thesis. This time period may be extended to four semesters by completing the practical term

(Article 11) if the undergraduate degree has been awarded fewer than 210 credits. The degree programme is divided into modules that have been awarded credits in line with the European Credit Transfer System (ECTS) and that measure the students' workload. The workload undertaken in one semester is, as a rule, awarded 30 credits. The Master's degree programme comprises a total of 90 credits or, in case of an additional practical term, 120 credits.

(2) The scope of studies is 40 lesson hours per week (SWS - total of lessons taught).

(3) English is the language of tuition.

Article 5 - Scope and structure of the final examination; examination period

(1) The Master's examination consists of examinations that accompany the studies. Students who have passed the required examinations may complete the degree programme ahead of schedule.

(2) Credits for a module shall be awarded to those students who can provide evidence of having passed the corresponding examinations. The examinations that accompany the studies shall be held at the time when the corresponding module or tuition unit within the study programme must be completed in accordance with the Curriculum. The Curriculum (as part of the Examination Regulations) shall ensure that students can take all the examinations that accompany lectures by the end of the third semester.

(3) The Department of Management Sciences draws up syllabi relating to the degree programme; these provide information on the following issues in particular:

- the objectives and the structure of the respective courses,
- the way the respective courses are assigned to the Curriculum and
- required and expected previous knowledge as well as
- the literature relevant to the examination.

Article 6 - Examination Board; Admissions Committee

(1) The Examination Board of the Department of Management Sciences at the Rheinbach Campus assumes the duties assigned to the degree programme “Master of Business Administration (MBA) in Corporate Social Responsibility and Non-Governmental Organisation (CSR and NGO) Management” by these Examination Regulations. The Examination Board is an independent examination body of the Bonn-Rhein-Sieg University of Applied Sciences.

(2) The Examination Board is elected by the Departmental Council and consists of five persons:

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1. 3 members from the ranks of professors;
2. a member from the ranks of teaching staff;
3. a member from the ranks of students.

The Examination Board elects, from among its members, a chairperson and a deputy chairperson from the ranks of professors. With the exception of the chairperson and the deputy chairperson, each member of the Examination Board shall be elected along with a deputy. The term of office for the elected professors and for the teaching staff member is two years respectively; the term of office for the student member is one year. Re-election is permissible.

(3) The Examination Board ensures that the Examination Regulations are observed and that the examinations are conducted in accordance with the Examination Regulations; it also decides on the type and form of the examinations (Article 16, paragraphs 1 – 3). It is, in particular, responsible for making final determination on objections to decisions taken during the examination procedures. The Examination Board shall inform the Departmental Council of the development of the examinations and study periods. If the actual average study period differs from the standard period of study, the Examination Board shall propose examination-related measures to reduce the study periods to the Departmental Council. It shall also make recommendations on the reform of the Examination Regulations. As a rule, the Examination Board may transfer the following responsibilities to the chairperson of the Examination Board – either as a whole or on a case-by-case basis:

- Appointing the examiners (Article 7 paragraph 1; Article 18 paragraphs 2 and 3; Article 21 paragraph 2)
- Recognising study and examination achievements, including failed attempts at passing an examination (Article 8 paragraph 8; Article 12 paragraph 2)
- Granting permission to withdraw from an examination or consideration of non-attendance (Article 9 paragraph 2)
- Granting different examination methods in the event of disability or interests warranting protection (Article 9 paragraph 3)
- Extending the duration of the practical term (Article 11 paragraph 8)
- Determining details of the examination, in particular concerning the form and language used as well as the resources allowed (Article 13 paragraph 4)
- Granting admission to the examination or admission after expiry of the deadline for registration (Article 16 paragraphs 6 and 7)
- Granting admission to the thesis and extensions on the time allotted to the thesis (Article 19 paragraph 4)

However, this shall not apply to taking decisions on objections.

(4) The Examination Board shall have a quorum if, apart from the chairperson or the deputy chairperson, a further member from the ranks of the professors who are entitled to vote and at least one other member who is entitled to vote are present. It

decides by a simple majority. Should the voting result in a tie, the chairperson, or, in the event of his or her absence, the deputy chairperson shall have the deciding vote. The student member shall not take part in the discussion about and the decision-making on issues concerning examination tasks or his or her own examination procedure.

(5) The members of the Examination Board as well as a commissioner from the President’s Office are entitled to be present during examinations. Students who take the same examination on the same examination date are exempt from this regulation.

(6) The members of the Examination Board, the examiners and the assessors are officially bound to maintain confidentiality. If they are not civil servants, the chairperson of the Examination Board shall oblige them to maintain confidentiality.

(7) Incriminating decisions taken by the Examination Board or by its chairperson shall be communicated to the students concerned without delay. Prior to this procedure, the respective students have the right to be heard.

(8) The Admissions Committee consists of a member from the ranks of professors of the Department of Management Sciences, the respective heads of the MBA programme, elected by the Departmental Council, and of the director of the International Centre for Sustainable Development (IZNE) at the Bonn-Rhein-Sieg University of Applied Sciences. Article 7 paragraph 1 shall apply analogously to its members.

(9) The Admissions Committee takes decisions on admissions to the study programme, ensuring that

- the application documents are inspected and evaluated,
- the number of ECTS credits to be awarded for an undergraduate degree is determined if it is not indicated on the related certificate,
- the applicants to be invited for the aptitude test are chosen and listed,
- the aptitude test is carried out.

Article 7 - Examiners and assessors

(1) The Examination Board shall appoint the examiners and assessors who conduct the examinations and the Master’s thesis. Only university professors, contract professors, lecturers with particular assignments (i.e. German *Lehrkräfte für besondere Aufgaben*) and other lecturers as well as people experienced in professional practice are entitled to conduct examinations, insofar as this is necessary or appropriate to achieve the objectives of the examination. To assess an examination, a person is required to have at least the same qualification or a qualification which is accepted as equivalent to the one assessed in the examination.

(2) If several students are to be invited to take part in an examination, at least one examiner must have taught the respective subject in which the examination is taken. Assessors are required to have either the same qualification or a qualification which is accepted as equivalent to the one assessed in the examination (competent assessor, i.e. German *sachkundige(r) Beisitzer/-in*).

(3) When conducting the examination, the examiners are not bound by any instructions.

(4) Students are entitled to propose an examiner to supervise the Master’s thesis. The Examination Board shall ensure that the duties involved in conducting the examination are equally divided among the examiners. The students’ suggestions shall be taken into account to the extent deemed possible.

Article 8 – Recognition of qualifications in accordance with the European Credit Transfer System (ECTS)

(1) Qualifications acquired in the same degree programme at other universities under the jurisdiction of the German Basic Law (Grundgesetz) shall be officially recognised.

(2) In case of equivalency, qualifications from other study programmes or from other universities as well as state-run and state-approved universities of cooperative education under the jurisdiction of the German Basic Law (Grundgesetz) shall be recognised. Qualifications acquired in other degree programmes at other departments of the Bonn-Rhein-Sieg University of Applied Sciences are assessed as being equivalent to qualifications from other universities.

(3) Not applicable

(4) In case of equivalency, qualifications acquired at other universities outside of Germany will be recognised upon request. Upon application and submission of all relevant documents, other skills or qualifications may also be recognised.

(5) In case of equivalency, study and examination qualifications acquired in state-approved distance-learning courses may also be recognised.

(6) Not applicable

(7) Apart from that, the recognition procedure shall be based on the Convention on the Recognition of Qualifications Concerning Higher Education in the European Region (Lisbon Recognition Convention of 11 April 1997).

(8) The Examination Board shall decide on recognition, in case of doubt after having heard the examiners responsible for the respective subjects. The recognition of qualifications shall also include possible failed attempts at passing an examination.

Article 9 - Non-attendance; withdrawal; cheating; disruption; breach of regulations

(1) A student’s performance in an examination shall be assessed as being “insufficient” (failed) if he or she does not attend the examination without good reason in spite of having registered, if he or she withdraws without good reason after the beginning of the examination, or if he or she does not deliver the required performance by the end of the examination. Sentence 1 shall apply accordingly if the student does not submit the Master’s thesis in due time.

(2) The reasons brought forward to justify withdrawal or non-attendance shall be communicated and substantiated in written form to the Examination Board without delay. The Examination Board may request submission of appropriate documents for this purpose. In case of illness, the student will, as a rule, be requested to submit a medical certificate which may be issued either by a public health officer or, alternatively, by a doctor appointed by Bonn-Rhein-Sieg University; in the event of hospital treatment, the student will be requested to submit written confirmation of hospital admission from the clinic concerned. If the Examination Board accepts the reasons, the student shall be informed that he or she is allowed to apply for admission to the respective examination again; the examination shall not be assessed as failed.

(3) If a student shows probable cause that he or she is incapable of taking an entire or partial examination in the stipulated form due to permanent physical disability, he or she may be granted permission by the Examination Board to acquire an equivalent qualification in a different form; the student may also be allowed to extend the time allotted to the Master’s thesis in accordance with Article 20 paragraph 2.

The examination conditions must be organised in such a way that disadvantages for disabled persons are balanced out to the greatest possible extent. In case of doubt, the chairperson of the Examination Board may demand further evidence. In exceptional cases, sentences 1 to 3 shall also apply to short-term disability. Furthermore, the Examination Board may, upon application, allow students to acquire qualifications in a different form if they cannot fully take part in their study programme due to interests warranting protection, as defined by the legal provisions. In particular, due account shall be taken of the legal provisions concerning the nursing of people in need of care, the regulations of the Maternity Protection Act as well as the legal provisions concerning parental leave.

(4) If a student tries to influence the result of an examination by cheating or by using unauthorised resources, he or she will fail the examination. If a student disrupts the smooth running of an examination, the respective examiner or invigilator may exclude him or her from further participation in the examination; in this case, the entire examination will be considered as “failed”. The reasons for excluding a student from an examination shall be documented. Students who are excluded from further participation in an examination are entitled to request that the Examination Board

review this decision. This shall apply accordingly to decisions taken by examiners and invigilators in accordance with sentence 1. Even if a student is merely in possession of unauthorised resources during or after the distribution of the examination papers, this shall be considered as an attempt at cheating. Students who wilfully commit an offence as defined in sentences 1 and 2 breach the regulations. This breach of regulations is liable to prosecution in accordance with Article 63 paragraph 5 HG. In case of repeated or other grave attempts at cheating, a student may also be removed from the students' register.

(5) Potential flaws in the examination procedure must be communicated to the respective examiner and the chairperson of the Examination Board without delay. If it is, by way of exception, unreasonable to inform them immediately in individual cases, then flaws must be communicated in writing, stating the reasons, namely:

- for the examination date in the winter semester: by 30 April of the year in which the winter semester ends;
- for the first examination date in the summer semester: by 30 September of the same year and for the second examination date in the summer semester: by 30 November of the same year.

After expiry of this deadline, the student may no longer claim legal remedy for this flaw (preclusive period).

II. Regulations as to the structure and organisation of the degree programme

Article 10 - Schedule of examinations

(1) In the degree programme “Master of Business Administration (MBA) in Corporate Social Responsibility & Non-Governmental Organisation (CSR and NGO) Management”, the following examinations, graded in accordance with Article 14 paragraph 3, shall be taken in the respective semesters:

Semester	Module	Examinations
1	Constitution	<ul style="list-style-type: none"> • Social Investment
2		<ul style="list-style-type: none"> • Corporate Governance
1	Culture & Politics	<ul style="list-style-type: none"> • World Religions & Cultures • International Politics
1	Global Economics & Sustainable Development	<ul style="list-style-type: none"> • International Economics
2		<ul style="list-style-type: none"> • Sustainability Economics
1	Business Strategies	<ul style="list-style-type: none"> • Introduction to Business Management • NGO Business Strategy & Organisation
2	Controlling	<ul style="list-style-type: none"> • Business Statistics & Controlling
2	Logistics & Quality Management	<ul style="list-style-type: none"> • Disaster Management & Logistics • TQM & Business Excellence
1	Marketing	<ul style="list-style-type: none"> • Marketing Management
2		<ul style="list-style-type: none"> • Fundraising, Lobbying and Campaigning
2	Transfer Project	<ul style="list-style-type: none"> • Transfer Project
3	Projects and International Strategy	<ul style="list-style-type: none"> • Project Management • International Strategies & Communication
2	Behaviour & Leadership	<ul style="list-style-type: none"> • Human Resources & Leadership
3		<ul style="list-style-type: none"> • Individual & Group Behaviour
3	Business Ethics	<ul style="list-style-type: none"> • Global & Business Ethics • Corporate Social Responsibility

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(2) In the degree programme “Master of Business Administration (MBA) in Corporate Social Responsibility & Non-Governmental Organisation (CSR and NGO) Management”, the following examinations, which are assessed as “passed” or “failed” in accordance with Article 14 paragraph 4, shall be taken in the respective semesters:

Semester	Module	Examinations
2	Controlling	Process Modelling & Simulation
3	Coaching	Group & Individual Coaching (PDP)
4	Practical Term	Practical Term

Article 11 – Practical term

(1) Students whose undergraduate degree (Article 3 paragraph 1) comprises fewer than 210 credits, but a minimum of 180 credits must complete the Practical Term module, which takes a minimum of 16 and a maximum of 27 weeks. During the practical term, the students, as a rule, remain members of Bonn-Rhein-Sieg University, including all rights and responsibilities involved.

(2) – (5) Not applicable

(6) During the practical term students are supervised by a university lecturer appointed by the Examination Board from the ranks of the teaching staff who are entitled to conduct examinations.

(7) Participation in the practical term shall be confirmed by the supervisor if

1. a qualified testimonial of the student’s project-related employment is provided by the company training centre,
2. the student has written a detailed report, duly signed by the company training centre, on his practical engagement during the practical term,
3. the practical engagement fulfils the purpose of the practical term and the student has completed the tasks assigned to him or her.

(8) If the practical term is interrupted or shortened for more than two weeks due to illness or other reasons and if, as a consequence of this interruption or shortening, the purpose of the practical term is not (entirely) fulfilled, the practical term shall be extended accordingly. The supervisor decides on the time required for this extension. Only in exceptional circumstances may students be granted permission to extend the period of their agreement for the purpose of attending lectures; the corresponding application must be filed with the Examination Board, specifying the reasons.

(9) The practical term may be re-taken once if participation in the practical term is not confirmed by the supervisor.

Article 12 - Study semesters abroad (not applicable)

III. Regulations as to the examination procedure

Article 13 - Purpose, scope, language, weighting and types of examinations

(1) Examinations serve to assess whether a student has acquired the expertise necessary to deal with the essential interrelations between the content and methods of the subject in which the respective examination is taken; they also serve to assess whether he or she is able to independently apply the expertise and skills acquired.

(2) The examination requirements must be related to the content of the courses, as defined for the respective subject by the Curriculum (which is part of the Examination Regulations). The level of knowledge examined in previous study periods may only be assessed insofar as this is necessary to achieve the objectives of the examination as defined in paragraph 1.

(3) The language of examination is English.

(4) The Examination Board decides on the details of the examination, such as

- the type of examination,
- the time, place, duration and resources allowed in the examination

in advance. The Examination Board informs students of these details in writing at the latest twelve weeks prior to the examination. It is sufficient to inform students by posting a public announcement on the notice-board and/or by publishing the respective information on the Internet.

Article 14 - Assessment of examination results

(1) Examinations must be assessed in accordance with this regulation. All assessment must be verifiable. In case of oral examinations, students must be informed of their grade without delay, in all other cases, after six weeks at the latest. It is sufficient to inform students by posting a public announcement on the notice-board and/or by publishing the examination results on the Internet. As a rule, the examination is conducted by the tutor of the course in which the respective student wishes to take the examination. If several examiners conduct the examination, they shall jointly assess the student's performance.

(2) Examinations which serve to complete a degree programme as well as re-examinations that cannot be re-taken again if they are irrevocably failed shall be assessed by a minimum of two examiners; otherwise a student’s performance may be assessed by one examiner only. To conduct oral examinations, the Examination Board may appoint only one examiner. In this case, a competent assessor must be consulted; prior to the final grade being determined, the assessor must be heard by the examiner.

(3) The following grades shall be used to assess performance in examinations, except as provided by paragraph 4.

1 = excellent (i.e. German <i>sehr gut</i>)	=	outstanding performance
2 = good (i.e. German <i>gut</i>)	=	performance significantly above average
3 = satisfactory	=	average performance
4 = sufficient (i. German <i>ausreichend</i>)	=	performance below average, but still fulfilling the requirements
5 = insufficient (i.e. German <i>nicht ausreichend</i>)	=	performance which does not fulfil the requirements due to considerable flaws

In order to differentiate assessment in more detail, grades may be lowered or increased by 0.3; the grades 0.7, 4.3, 4.7 and 5.3 are not admissible.

If grades are calculated by adding interim values, the computed values shall account for the following grades:

Interim value of up to 1.5	“very good” (i.e. German <i>sehr gut</i>)
Interim value of more than 1.5 up to 2.5	“good” (i.e. German <i>gut</i>)
Interim value of more than 2.5 up to 3.5	“satisfactory” (i.e. German <i>befriedigend</i>)
Interim value of more than 3.5 up to 4.0	“sufficient” (i.e. German <i>ausreichend</i>)
Interim value of more than 4.0	“insufficient” (i.e. German <i>nicht ausreichend</i>)

Interim values are only considered with the first decimal place; all other places after the point are deleted without rounding.

An examination shall be awarded a pass if the performance is assessed as being at least “sufficient”. If two examiners who have jointly assessed an examination differ in their assessments, the final grade shall be determined by the arithmetic average of the individual grades.

The following table shall apply to the calculation of grades:

Assessment table (max. 100 points)		
Number of points		Grade
From	to (incl.)	
0	49.5	5.0
50	54.5	4.0
55	59.5	3.7
60	64.5	3.3
65	69.5	3.0
70	74.5	2.7
75	79.5	2.3
80	84.5	2.0
85	89.5	1.7
90	94.5	1.3
95	100	1.0
From 98		Diploma Supplement

An outstanding performance of 98 points or more is specifically recognised and mentioned in the Diploma Supplement (Article 23 paragraph 5).

If a module consists of several examinations in accordance with Article 14 paragraph 3, then the modular grade shall be determined on the basis of the arithmetic average of the grades for the individual examinations (unless otherwise provided), and the grades for the individual examinations shall be weighted according to the number of credits awarded to them.

(4) Notwithstanding paragraph 3, examinations may also be assessed as “passed” or “failed”. In this case, an examination shall be awarded a pass if the examiner assesses the performance as at least “still fulfilling the requirements despite some flaws”. If the examination relates to a course with compulsory attendance, the student shall, in addition to sentence 2, also be required to have attended at least 75% of the course in order to be awarded a pass.

(5) Upon the examiner’s or the invigilator’s request, the student must submit a student identity card as well as an official personal identity card.

(6) Examinations may also be allowed in the form of group work if the student’s individual contribution can be clearly distinguished and assessed on the basis of criteria that enable differentiation.

(7) The respective regulations of the Bonn-Rhein-Sieg University of Applied Sciences shall apply accordingly to the conversion of grades into ECTS grades for study and examination performance.

Article 15 – Re-taking examinations

(1) An examination that has not been passed as a whole may be re-taken twice as defined in Article 14 paragraph 3 or Article 14 paragraph 4.

(2) Not applicable

(3) If a student has not passed an examination after the second attempt, he or she may, upon request, undergo counselling by one of the examiners who have conducted the second examination. The purpose of this counselling is to find reasons for the failure in the student’s study performance and to identify potential means for improving the student’s performance.

(4) An examination that has been awarded a final grade of “sufficient” or “passed” may not be re-taken.

(5) Students may be awarded credits for partial examinations that accompany lectures and that are integral to the final part of an examination if, after having failed the examination at the first examination date in the summer semester, they pass it at the second date. They are not entitled to a second examination date (cf. Article 16 paragraph 1). If they re-take the examination at a later date, they shall forfeit their entitlement to the credits awarded for the partial examinations.

Article 16 - Examination Regulations in accordance with Article 14 paragraph 3

(1) Examinations as defined in Article 14 paragraph 3 may also consist of partial examinations accompanying lectures in accordance with paragraph 2 and a final part at the end of the respective semester in accordance with paragraph 3 (types of examinations). The Examination Board shall decide on the types of examinations in advance and communicate them to the students, at the latest, during the first lecture week. It is sufficient to inform students of the decision taken via the Internet and/or by posting a public announcement on the notice-board.

The following combinations of types of examinations are allowed:

Case 1: Final part of the examination

Case 2: Partial examinations accompanying lectures and final part of the examination

The following number of weighting points shall apply to the two combinations:

Type of examination	Number of points	
	Case 1	Case 2
Partial examinations accompanying lectures	_____	25
Final part of the examination	100	75

In the second case, the points for the individual types of examinations are added up.

As a rule, the final part of a series of examinations is held during the semester break, i.e. when there are no lectures, or alternatively, according to a separate examination schedule, during the semester. All types of partial examinations accompany lectures. For the final part of a series of examinations, one date each is scheduled at the end of/during the winter semester and two dates each at the end of/during the summer semester.

(2) The following types of partial examinations are possible:

- Written assignments, which shall comprise approximately 15 pages of text (Din A4 according to the German Industrial Standard) for individual work, and a multiple thereof in case of group work, depending on the number of students involved.
- Presentations including case studies, which shall take approximately 20 minutes for the oral presentation in case of individual work, and a multiple thereof for group work, depending on the number of students involved; the regulations as to written assignments shall apply to the written version of the presentation accordingly.
- Business simulations including a 20-minute oral examination.
- Two written tests, which shall take approximately 15 minutes each per semester; the best result shall be counted towards the final grade of the examination.
- Oral examinations. In this case, the regulations in accordance with paragraph 5 shall apply.

The teaching staff are responsible for the organisation of the partial examinations that accompany lectures. As a rule, partial examinations are assessed by one examiner. The examination is conducted by the respective tutors whose course is attended. There is no formal admission procedure; the provisions concerning non-attendance and withdrawal (Article 9 paragraphs 1 and 2) shall not apply.

(3) The following types of final examinations are possible:

- A written test that shall take a minimum of 60 minutes.
- An oral examination, to which the regulations under paragraph 5 shall apply.

- A written assignment including an oral examination, with the written assignment comprising approximately 30 pages of text (DIN A4 according to the German Industrial Standard). The regulations under paragraph 5 shall apply to the oral examination. The written assignment shall be completed during the semester, whereas the oral examination shall be taken within the respective examination period. If a written assignment includes an oral examination, the results of the written assignment and the oral examination shall each account for 50 % of the final grade for the final part of the examination.

(4) In written tests, students shall prove that they can deal with problems taken from the specialist fields of the respective subject in which the examination is taken within a limited time period, using a limited number of resources and common methods of the respective specialist field, and that they can solve these problems appropriately. Written tests are invigilated.

(5) Oral examinations can be conducted separately for each student or jointly for several students (group examination). The standard duration of individual oral examinations ranges from 20 to 45 minutes. In case of group examinations, the duration of the examination shall be multiplied by the number of students. Minutes must be kept of the essential topics and results of the oral examination, in particular of the facts relevant to grading. Subsequent to the respective oral examination, students shall be informed of their examination results. Students who are planning to take the same oral examination at a later date may be admitted to the examination as listeners insofar as there is enough room available and none of the exam candidates has objected to this motion when registering for the examination. The permission does not include admission to the subsequent consultation and the announcement of the examination result.

(6) The application for admission to the final part of an examination must be filed with the Examination Board by the date scheduled. The application must be submitted in electronic form via the Internet. The application may be submitted for several examinations at the same time if they are scheduled to be held within the same examination period or if the examinations are scheduled to take place prior to the beginning of the lecture period of the following semester. After the deadline for registration has expired, students cannot register without good reason and without the explicit consent of the Examination Board. In this case, it is not possible to withdraw from the examination in accordance with paragraph 7.

The following documents must be submitted to the Examination Board when applying for admission to an examination:

evidence that the student fulfils the above-mentioned admission requirements;

a declaration on previous attempts at passing an equivalent examination as well as previous attempts at passing a final examination or, as the case may be, a

preliminary or intermediate examination in the same or a comparable degree programme;

in case of an oral examination, a declaration on whether the student objects to the admission of listeners to the examination.

The Examination Board decides on the admission to the examination. He or she announces the students admitted to the final part of an examination in due time, i.e. as a rule not later than two weeks prior to the final part of the respective examination as defined in paragraph 1.

(7) An application for admission to the final part of an examination may be withdrawn up to seven days prior to the date scheduled for the (partial) examination by sending an email to the Examination Board; in this case, the application for admission does not count towards the number of attempts allowed to pass the examination.

Article 17 - Examination Regulations in accordance with Article 14 paragraph 4

(1) There is no formal admission procedure. The student shall register at a date announced by the tutor at the beginning of the semester by signing a list of participants or by registering in electronic form via the Internet. This registration is a prerequisite for taking the examination. The regulations as to non-attendance and withdrawal (Article 9 paragraphs 1 and 2) shall apply accordingly.

(2) The following types of examinations are possible in particular:

- Active participation in at least 75% of a course insofar as this is appropriate to promote achievement of the course objectives.
- A one-hour written test.
- Oral examinations. In this case, the regulations in accordance with Article 16 paragraph 5 shall apply.
- A written assignment, which shall comprise approximately 15 pages of text (Din A4 according to the German Industrial Standard) for individual work, and a multiple thereof in case of group work, depending on the number of students involved.
- A presentation including case studies, lab reports and project work, which shall take approximately 20 minutes for the oral presentation in case of individual work, and a multiple thereof for group work, depending on the number of students involved. The regulations as to written assignments shall apply to the written version of the presentation.
- A business simulation including a 20-minute oral examination.
- Developing, implementing and evaluating empirical research work including a written paper. The scope and form of the written paper shall be determined by the examiner.

IV. Master’s thesis

Article 18 - Purpose of the Master’s thesis, topic, examiners

(1) The Master’s thesis is a written assignment on a well-defined topic. Students may start working on the Master’s thesis from the beginning of the second semester. The Master’s thesis shall prove that the candidate is capable of working independently on a practice-oriented task from the field of the degree programme in a given period of time; using scientific as well as practical methods, the student shall complete the task with all its specialist details and its interdisciplinary relations. The Master’s thesis may be written in English or in any other language agreed upon with the examiners.

(2) The Master’s thesis may be issued and supervised by any professor who may be appointed as examiner in accordance with Article 7 paragraph 1. The student shall be provided with the opportunity to propose a topic and the examiners for the Master’s thesis.

(3) Upon the student’s request, the Examination Board may also appoint a contract professor or a lecturer with particular assignments as defined in Article 7 paragraph 1 to supervise the Master’s thesis if it is obvious that the topic cannot be supervised by a professor at the Department of Management Sciences. With the consent of the Examination Board, the Master’s thesis may be completed at a facility outside of Bonn-Rhein-Sieg University if it can be sufficiently supervised there.

(4) Upon request, the chairperson of the Examination Board shall ensure that the student is provided with a topic for the Master’s thesis in due time.

(5) The Master’s thesis may also be allowed in the form of group work if the individual student’s performance, on which assessment is based, can be clearly distinguished (by means of chapters, page references or other criteria that enable differentiation) and if it meets the requirements according to paragraph 1.

Article 19 - Admission to the Master’s thesis

(1) Students shall be granted admission to the Master’s thesis if they have acquired at least 30 ECTS credits through their examination performance during the first and second semester and if they have successfully completed the Transfer Project module (Article 10 paragraph 1).

(2) The application for admission shall be filed with the chairperson of the Examination Board in written form. The following documents must be attached to the application, unless they have been submitted at an earlier date:

1. A declaration stating which examiners are prepared to supervise the Master’s thesis;
2. Details of the topic that the examiner intends to issue for the Master’s thesis.

(3) Before the Examination Board announces its decision on the application to admission, the student may withdraw the application in writing without stating the reasons and without this having any effect on the number of attempts allowed to pass the examination.

(4) The Examination Board decides on the student’s admission to the Master’s thesis. Admission shall be denied if the requirements according to paragraph 1 are not fulfilled or if the documents are incomplete.

Article 20 - Administration and implementation of the Master’s thesis

(1) The chairperson or deputy chairperson of the Examination Board is responsible for issuing the Master’s thesis. The date on which the Examination Board notifies the student about the topic of the Master’s thesis is defined as the date of issue; this date must be documented.

(2) The time allotted to the Master’s thesis (i.e. the time period from the date of issue to the date of submission of the Master’s thesis) is six months – irrespective of whether the Master’s thesis deals with an empirical or experimental topic. In case of an empirical or experimental topic, previous qualifications may be acquired outside the implementation period. The chairperson of the Examination Board shall decide on whether the Master’s thesis deals with an empirical or experimental topic after having heard the examiner appointed as supervisor of the Master’s thesis. The topic and the given task must be such that students can complete the Master’s thesis within the given time period. In exceptional circumstances, the Examination Board may extend the time allotted to the thesis by a maximum of four weeks; students must apply for such an extension prior to the deadline, specifying the reasons. The supervisor’s opinion on the application shall be heard. If the implementation period is to be extended due to illness, a medical certificate must be attached to the application in accordance with Article 9 paragraph 2. If the illness takes more than four weeks, the topic of the Master’s thesis may be returned.

(3) The Master’s thesis should comprise approximately 80 pages of text (Din A4 according to the German Industrial Standard) in the respective form determined by the Examination Board.

(4) Students may, without stating the reasons, reject the thesis topic only once and only within the first three weeks of having been assigned the thesis. In case of re-taking an examination, this procedure is only allowed if the student has not exercised the option of rejecting the topic when implementing the first thesis.

Article 21 - Submission and assessment of the Master’s thesis, submission of a new Master’s thesis

(1) The thesis shall be bound and submitted in triplicate to the chairperson of the Examination Board in due time. A digital version (e.g. on a CD-ROM) shall be attached to the three copies in a file format that can be generally accessed (e.g. txt, doc, rtf or pdf, without access protection). The submission date of the thesis shall be documented; if the thesis is sent in by post, the time of delivery to the post-office is decisive. When submitting the thesis, students must declare in writing that they have carried out the thesis independently, using no other resources than those documented and, in case of quotes, indicated by references. Furthermore, they shall declare that the thesis is neither identical nor bears any similarities whatsoever with a thesis carried out in a previous degree programme.

(2) The Master’s thesis shall be assessed by two examiners. One of them must have supervised the thesis. Students have the right to propose the second examiner, who is appointed by the Examination Board. In the circumstances defined by Article 18 paragraph 3, the second examiner must be a professor. If the examiners disagree in their assessments, the grade for the Master’s thesis shall be determined by the arithmetic average of the individual grades if the difference between the two grades is below 2.0. If the difference is 2.0 or more, a third person shall be appointed by the Examination Board. In this case, the arithmetic average of the two best individual grades shall account for the final grade. However, the Master’s thesis may only be assessed as “sufficient” (4.0) or better if at least two of the grades are “sufficient” (4.0) or better. All assessment must be accounted for in written form.

(3) If a Master’s thesis has not been passed, a new Master’s thesis may be submitted once. If a Master’s thesis has been awarded a pass, it is not possible to submit a new thesis.

V. Results of the Master’s examination

Article 22 - Results of the Master’s examination

(1) The Master’s examination shall be awarded a pass if all the examinations involved as well as the Master’s thesis have been assessed as being at least “sufficient” (4.0) or “passed”.

(2) The Master’s examination shall be assessed as failed if one of the examinations in accordance with paragraph 1 has been definitively assessed as “insufficient” or “failed”. The respective student shall be officially notified that he or she has failed the examination and forfeited the entitlement to the final examination; he or she shall also receive an official letter with instructions concerning rights of appeal. Upon request, the chairperson of the Examination Board may issue a notification that lists

the examinations passed, the respective grades awarded as well as the number of examinations still outstanding to pass the Master’s examination. The notification shall show that the student has definitively failed the Master’s examination or has forfeited the entitlement to the examination.

Article 23 – Grade Report, Diploma and Diploma Supplement, final grade

(1) The Grade Report to be issued for the passed Master’s examination contains the credits for the respective subject, the results of the examinations and the Master’s thesis, the topic of the Master’s thesis as well as the final grade for the Master’s thesis.

(2) The final grade for the Master’s examination is determined by the arithmetic average of the individual grades. The following weighting factors shall apply to:

- the grade for the Master’s thesis 25%
- the grade for the transfer project 15%
- the modular grades for the examinations in accordance with Article 14 paragraph 3 60%

Each modular examination is weighted according to the number of ECTS credits it has been awarded.

(3) The Grade Report, which shows that the Master’s thesis has been passed, shall be issued without delay, if possible within four weeks of the last examination day. It shall be signed by the dean or the vice dean and the chairperson of the Examination Board and bear the date of the day on which the last examination was taken.

(4) Along with the Grade Report, which bears the date, the student shall be issued a diploma which documents that the academic degree of Master of Business Administration (MBA) has been awarded. The Diploma shall be signed by the dean and the vice dean and the chairperson of the Examination Board and bear the stamp of the Bonn-Rhein-Sieg University of Applied Sciences.

(5) The Diploma Supplement shall provide information on the examinations passed with excellent results as defined in Article 14 paragraph 3. Prior to being issued to the student, the Diploma Supplement shall be signed by the dean or the vice dean and the chairperson of the Examination Board.

VI. Final provisions

Article 24 - Inspection of the examination records

(1) After the examination procedure has been completed, students shall, upon application, be granted an inspection of their examination papers, the related assessment by examiners and the minutes of the examination. The application for inspecting these documents shall be submitted to the chairperson of the Examination Board within one month of the respective students having been issued the Grade Report or been notified about failing the final examination; the chairperson shall also decide on the time and place of the inspection. Article 32 of the Administrative Procedures Act of the German Federal State of North Rhine-Westphalia (Verwaltungsverfahrensgesetz des Landes NRW) concerning the reinstatement to the previous condition shall apply accordingly.

(2) Students shall be granted the inspection of the examination records relating to a particular examination immediately after they have been informed of the respective examination result. Paragraph 1 shall apply accordingly.

Article 25 - Invalidity of examinations, revocation of the Master’s degree

(1) If a student has cheated in an examination and this becomes apparent only after the examination, the Examination Board may subsequently correct the grades for those parts of the examination in which the student cheated. If the deception becomes apparent only after the Grade Report has been issued, the Examination Board may declare the final examination as either completely or partially failed.

(2) If the requirements for admission to an examination are not fulfilled without the student’s active and wilful deception on this issue, and if this becomes apparent only after the certificate has been issued, this deficiency shall be remedied by passing the respective examination. If a student has wilfully gained admission under false pretences, the Examination Board shall decide on the legal consequences in compliance with the Administrative Procedures Act for the German Federal State of North Rhine-Westphalia (Verwaltungsverfahrensgesetz für das Land Nordrhein-Westfalen).

(2) The incorrect Grade Report shall be redeemed and, as the case may be, re-issued. After expiry of a five-year period from the date of issue of the Grade Report, a decision as defined in paragraph 1 and paragraph 2 sentence 2 is ruled out.

Article 26 - Coming into effect and publication, transitional provisions

(1) *Not applicable**

The German version of these Examination Regulations shall be published in the Official Publications – Announcement Sheet (Verkündungsblatt) - of the Bonn-Rhein-Sieg University of Applied Sciences and come into effect on the day after publication. They shall apply to all students who enrol for the degree programme “Master of Business Administration (MBA) in Corporate Social Responsibility and Non-Governmental Organisation (CSR & NGO) Management” at the Bonn-Rhein-Sieg University of Applied Sciences as of the 2014 summer semester. They shall also apply to all students who have enrolled prior to the 2014 summer semester insofar as the amendments are beneficial to them.

(2) Students who are currently enrolled in the degree programme may make a decision in accordance with the following regulation:

- Students who are pursuing their studies in accordance with the Examination Regulations of 19 December 2010 for the degree programme “Master of Business Administration in Non-Governmental Organisation (NGO) Management” may switch to the present First Amendment to the Examination Regulations as of 30 June 2014.

This decision shall not be binding unless it is declared in writing to the Examinations Office of Bonn-Rhein-Sieg University.

(3) If these Examination Regulations are amended or the degree programme is discontinued, the students concerned shall not be at a disadvantage. Therefore, examinations will be held until the third semester after the semester in which the course relating to the examination was last offered. This also includes the semester in which the course was last offered.

Issued by virtue of the Departmental Council’s decision of 24 October 2013.

**** This document is a translation of the German First Amendment to the Examination Regulations for the Degree Programme “Master of Business Administration (MBA) in Corporate Social Responsibility and Non-Governmental Organisation (CSR & NGO) Management” at the Rheinbach Campus of the Bonn-Rhein-Sieg University of Applied Sciences, effective as of 24 October 2013. Please note that only the German version of the text is legally binding.***

Rheinbach, 12 March 2014

Prof. Dr Klaus Deimel
Dean of the Department of Management Sciences
at the Bonn-Rhein-Sieg University of Applied Sciences

Please note that this document is a translation of the German “ Erste Änderungsordnung der Masterprüfungsordnung 2009 (NGO-PO - WS 2009/10) vom 19. Dezember 2010 für den Studiengang Master of Business Administration (MBA) Corporate Social Responsibility & Non Governmental Organisation Management am Campus Rheinbach an der Hochschule Bonn-Rhein-Sieg”. Only the German source text is legally binding.

Appendix: Curriculum

Master of Business Administration in Corporate Social Responsibility & Non-Governmental Organisation (CSR & NGO) Management

Module	SWS	ECTS	1	2	3	4	Examination in Accordance with
1 NGO Cultural Framework							
Module 1.1: Constitution	3	6					
1.1.1 Social Investment	1	2	x				Art. 14 para.3
1.1.2 Corporate Governance	2	4		x			Art. 14 para. 3
Module 1.2: Culture & Politics	4	6					
1.2.1 World Religions & Cultures	2	3	x				Art. 14 para. 3
1.2.2 International Politics	2	3	x				Art. 14 para. 3
Module 1.3: Global Economics & Sustainable Development	4	8					
1.3.1 International Economics	2	4	x				Art. 14 para. 3
1.3.2 Sustainability Economics	2	4		x			Art. 14 para. 3
2 Management Strategies & Functions							
Module 2.1: Business Strategies	3	6					
2.1.1 Introduction to Business Management	2	4	x				Art. 14 para. 3
2.1.2 NGO Business Strategy & Organisation	1	2	x				Art. 14 para. 3
Module 2.2: Controlling	4	6					
2.2.1 Process Modelling & Simulation	2	3		x			Art. 14 para. 4
2.2.2 Business Statistics & Controlling	2	3		x			Art. 14 para. 3
Module 2.3: Logistics & Quality Management	3	6					
2.3.1 Disaster Management & Logistics	2	4		x			Art. 14 para. 3
2.3.2 TQM & Business Excellence	1	2		x			Art. 14 para. 3
Module 2.4: Marketing	3	6					
2.4.1 Marketing Management	2	4	x				Art. 14 para. 3
2.4.2 Fundraising, Lobbying & Campaigning	1	2		x			Art. 14 para. 3
Module	SWS	ECTS	1	2	3		Examination in Accordance with
Module 2.5: Projects & International Strategy	2	4					
2.5.1 Project Management	1	2			x		Art. 14 para. 3
2.5.2 International Strategies & Communication	1	2			x		Art. 14 para. 3
3 Ethics & Leadership							
Module 3.1: Business Ethics	3	6					
3.1.1 Global & Business Ethics	2	4			x		Art. 14 para. 3
3.1.2 Corporate Social Responsibility	1	2			x		Art. 14 para. 3
Module 3.2: Behaviour & Leadership	3	6					
3.2.1 Individual & Group Behaviour	1	2			x		Art. 14 para. 3

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3.2.2 Human Resources & Leadership	2	4		x			Art. 14 para. 3
4 Personal Development							
Module 4.1: Coaching	3	5					
4.1. 1 Group & Individual Coaching (PDP)	3	5	x	x	x		Art. 14 para. 4
Module 4.2: Transfer Project	1	10					
4.2. Transfer Project	1	10	x	x			Art. 14 para. 3
Module 4.3: Master’s Thesis	2	15					
4.3. Master’s Thesis	2	15		x	x		
Total within 18 months	38	90					
5 Practical Term							
Module 5.1: Practical Term		30					
5.1. Practical Term		30				x	Art. 14 para. 4

*SWS: lesson hours per week