

COURSE AND EXAMINATION REGULATIONS OF KARLSHOCHSCHULE - INTERNATIONAL UNIVERSITY KARLSRUHE, UNIVERSITY OF APPLIED SCIENCES, FOR THE MASTER'S PROGRAMME IN LEADERSHIP

31 August 2009 Version

The Senate of Karlsruhochschule - International University Karlsruhe, University of Applied Sciences, approved the following course and examination regulations on 21 August 2009 on the basis of § 70 paragraph 6 in conjunction with § 8 paragraph 5 and § 34 of the legislation governing higher education and universities of cooperative education in the state of Baden-Württemberg (referred to as "LHG" in the following) of 1 January 2005 based on the version of 3 December 2008 (law gazette No. 1 of 5.01.2005 P. 1; law gazette No. 17 of 8.12.2005 P. 706; law gazette No. 19 of 27.12.2005 P. 794; law gazette No. 19 of 23.11.2007 P. 505; law gazette No. 17 of 12.12.2008 P.440) and § 16 paragraph 2 item 7 of the statute of Karlsruhochschule - International University Karlsruhe, University of Applied Sciences.

Karlsruhochschule - International University Karlsruhe, University of Applied Sciences, is referred to as "Karlsruhochschule - International University" in the following.

§ 1 Scope

- (1) These course and examination regulations apply to the Master's Programme in Leadership.
- (2) All references to titles, positions and persons in these course and examination regulations (German version) concern both sexes equally, regardless of the gender reference used; in all other respects § 11 paragraph 7 of the LHG shall apply.
- (3) This programme is a strongly application-oriented follow-on master's programme.

§ 2 Course Objectives

- (1) The objective is to prepare students for an occupation in a practice-oriented

manner with an international focus. In addition, the programme requires students to apply academic findings and methods, enables them to participate constructively in community life and promotes their self-development.

- (2) Graduates of the programme should be capable of dealing with complex and uncertain leadership situations and leading and developing an organisation responsibly with a sound conceptual approach. The programme therefore focuses on structuring and changing organisations together with the communication of structures and changes.
- (3) The graduates shall acquire an extensive theoretical understanding of organisations and their environments as socio-economic systems. They shall be able to create and develop options and criteria for management decisions in complex conditions and contingent situations.
- (4) The programme has been designed to prepare students mainly for international, strategic or project-related leadership roles in business (large corporations and larger medium-sized businesses in industry, retail and service sectors) and in other organisations (e.g. semi-public businesses, foundations, associations, NGOs etc.). Alternatively, they may be considered for academic careers (PhD).

§ 3 Admission Requirements

- (1) The admission requirements are set out in the separate enrolment regulations.

§ 4 Official Length of the Programme

- (1) The official length of the programme is four semesters.

§ 5 Programme Structure

- (1) The Programme has a modular structure. In these course and examination regulations, one module constitutes a learning unit which:
 - is for a limited period of time
 - integrates content and/or methods relevant to the qualification objectives
 - is described in uniform specifications
 - is assigned with a number of ECTS credits which corresponds to the workload required to successfully complete it.
- (2) A module consists of one or several courses which are studied and assessed as a single entity. The examinations / course work for the module are set out in the module descriptions. They are announced publicly within Karlshochschule - International University well in advance of the beginning of each semester.
- (3) The programme consists of a total of 15 modules as well as the master's thesis and its defence. There are 14 mandatory modules, which are marked "M" in the curriculum overview. These modules can be scheduled in a block. In addition, the students select one elective module in the third semester, which is marked "E" in the curriculum overview. An elective module will only be offered if a minimum number of participants register for it. The minimum number required will be announced well in advance.
- (4) The modular structure of the curriculum with the workload (ECTS), hours per week during lecturing time (H/W), mandatory modules (M) and elective modules (E) is illustrated in the overview of the curriculum to follow.
- (5) In addition to the mandatory modules and the elective module, the students may, at their own initiative, participate in further modules offered by Karlshochschule - International University, if feasible. This includes the examinations / course work for the modules concerned.
- (6) The courses and related examinations / course work are taught and tested in the English language.
- (7) The students are assigned a set number of credits (ECTS credits) for each

successfully completed module. The standards for the allocation of ECTS credits to the individual modules are consistent with the European Credit Transfer and Accumulation System (ECTS). The ECTS credits assigned to a module correspond to the average workload in time required to successfully complete the module. An ECTS credit is the equivalent of an average workload of 30 hours. The total number of credits assigned per semester is 30 ECTS credits.

- (8) In order to complete the programme successfully, students must acquire a total of 120 ECTS credits.

M.A. Leadership

Semest 4	Colloq 1 High-Potential Pre-Entry 5 ECTS 3 H/W Presentation M	Colloq 2 Research 5 ECTS 3 H/W Presentation M	Masterthesis and Defense 20 ECTS M		
	Conflict and Communication 5 ECTS 3 H/W Presentation M	Elective 5 ECTS 3 H/W Written Assignment E	On-the-Job-Assignment 20 ECTS Research Paper M		
	Corporate Relations 5 ECTS 3 H/W Presentation M	Business and Organizational Development 5 ECTS 3 H/W Written Assignment M	Evolutionary Systems 6 ECTS 4 H/W Written Assignment M	Structuration 6 ECTS 4 H/W Presentation M	Leading for Results 8 ECTS 6 H/W Learner's Portfolio M
	Business Communication 6 ECTS 4 H/W Presentation M	Organizational Rhetorics 6 ECTS 4 H/W Written Assignment M	Complex Adaptive Systems 6 ECTS 4 H/W Presentation M	Conceptual Leadership 6 ECTS 4 H/W Written Assignment M	Norms and Rules 6 ECTS 4 H/W Written Assignment M

M=Mandatory

E=Elective

ECTS=European Credit Transfer and Accumulation System (Credit Points)

H/W=Average of Presence Hours per Week during the Semester

§ 6 On-the-Job Assignment

- (1) A practical study phase assigned 20 ECTS credits is integrated in the programme. It takes the form of an on-the-job assignment and is completed in the third semester. The on-the-job assignment provides the student with the opportunity to apply and transfer the theoretical knowledge acquired during the programme to practical problems and to critically question practical experience on the basis of his/her academic knowledge. The on-the-job assignment is also intended as preparation for the master's thesis.
- (2) In compliance with the module description, the on-the-job assignment shall be completed in a business function in an international company, association or comparable organisation with a focus on leadership functions and practising them.
- (3) The students are responsible for finding a suitable institution for the on-the-job assignment and informing Karlshochschule - International University on the contractual agreement they have reached. In addition, Karlshochschule - International University will participate actively in searching for positions for the on-the-job assignment at an executive level in suitable institutions.

§ 7 Semester Abroad

- (1) A semester abroad is not obligatory in the programme. Students are, however, recommended to study abroad for an entire semester or part of a semester. This shall be carried out in the third semester.

§ 8 General Admission Requirements

- (1) Students are permitted to take examinations if:
 1. they are registered on the Master's Programme and
 2. they have not lost their entitlement to take the examination during the

Master's Programme.

- (2) Students enrolling in any given semester are automatically registered for the assessment assigned to the modules in that semester. This registration can be withdrawn no later than a week before the prescribed period of time for the coursework or before the examination appointment. The Examination Committee reserves the right to rule on details.
- (3) If a student registered for the examination / course work does not observe the deadline or fails to appear for the examination appointment, the assessment shall be awarded the grade "insufficient" (5.0) and in pass/fail examinations shall be awarded a "fail", unless the student can not be held responsible for not meeting the deadlines or failing to attend the examination at the specified time. In this case, the student must notify the Examinations Office and provide relevant proof without delay. In the case of illness, students must provide proof in the form of a doctor's note; the Examinations Office is entitled to demand an official medical certificate from a medical doctor approved by Karlshochschule - International University (*Amtsarzt*).
- (4) Students are not authorised to take examinations during leave of absence.
- (5) Paragraph (4) notwithstanding, examinations / course work completed abroad by students who have taken leave of absence to study a semester abroad can be recognised, providing a learning agreement has been drawn up previously.

§ 9 Examination Structure

- (1) The master's examination consists of course-related module examinations / course work as well as the master's thesis and its defence.
- (2) In module examinations / course work, students demonstrate that they have acquired the qualifications described in the relevant module. Assessment is carried out in a single unit (integrated approach).
- (3) The students are regularly informed before the beginning of each semester on the dates and modalities for examinations / course work.

§ 10 Types of Assessment

- (1) The following forms of course-related assessment are envisaged: written assignment, presentation, learner's portfolio and research paper.
- (2) A written assignment is an independently written composition in which an academic question is addressed. A written assignment must be between 15 and 20 pages long. In the written assignment students must demonstrate that they can address one of the questions set out in the qualification objectives of the relevant module in a scientific manner.
- (3) A learner's portfolio is a selection of a student's written assignments which demonstrates the student's learning progress and level of proficiency in a particular area at a given point in time. The contents of the portfolio are selected by the student in accordance with pre-defined criteria. Students must justify the selection of assignments, explain how they illustrate their learning progress and how they demonstrate that they have fulfilled the qualification objectives. In the learner's portfolio students prove that they assume responsibility for their own learning process and have achieved the qualification objectives set out in the module description. Suitable components for successfully monitoring self-learning in the learner's portfolio are, in particular, assignments with an applied approach, internet pages, web blogs, bibliographies, analyses, abstracts and graphic presentations of contents or of an issue. The learner's portfolio is made up of 20 - 30 pages as a rule.
- (4) A presentation is a systematic, structured oral rendition supported visually with appropriate media (such as projector, slides, posters, videos), in which a specific topic or results are visualised, summarised and complex contents are cut down to the essentials. The presentation should contain interactive elements.
- (5) The research paper is a scientific exploration of a topic taken from a real-world situation. In a 30-35 page written paper students apply their business knowledge and skills to a specific research question which is based on a real-world business situation. The research question is formulated in the context of the on-the-job assignment; the execution of the task is supervised by a professor of Karlshochschule - International University. The objective of the research paper is to develop an academic solution for a practical question. The paper should clearly demonstrate the benefits of exploring the problem

from both an academic and a business perspective.

- (6) Other forms of examination / course work are permitted with the approval of the Examination Committee. They must be announced publicly within Karlshochschule - International University, specifying the evaluation criteria and the prescribed time period, before the beginning of term.
- (7) The evaluation process for written assessment shall not exceed four weeks.

§ 11 Recognition of Study Periods and Examinations / Course Work

- (2) Study periods, course work and examinations obtained elsewhere shall be recognised if they are deemed to be equivalent.
- (3) The Examination Committee shall make decisions on the recognition of equivalent academic achievements.

§ 12 Master's Thesis

- (1) The master's thesis is a dissertation subject to assessment. The thesis should demonstrate that the student is capable of independently addressing a research question within a specific period of time using scientific methods.
- (2) The time period assigned to the master's thesis is 14 weeks ; it is the equivalent of a workload of 19 ECTS. A further week with a workload of 1 ECTS is prescribed for the defence of the thesis. The supervisor shall limit the topic, tasks and scope of the thesis so that it can be completed within the allotted period of time. This deadline can be extended, if necessary, in order to ensure uniform examination conditions or for reasons beyond the control of the candidate. This decision shall be made by the supervisor with the agreement of the Chair of the Examination Committee. In all other respects the LHG applies in the prevailing version.
- (3) The thesis is supervised by a full-time professor of Karlshochschule - International University. Alternatively, the master's thesis can also be supervised

by an authorised examiner in accordance with § 21 paragraph 2.

- (4) The master's thesis is generally assessed by two full-time professors of Karlshochschule - International University acting as examiners. One of the examiners (first evaluator) is supervisor of the thesis. If the supervisor is not a full-time professor of Karlshochschule - International University, the Examination Committee shall appoint the supervisor as second evaluator.
- (5) The topic of the master's thesis can not be allocated until the student has acquired 60 ECTS.
- (6) The topic of the thesis is allocated by the Examinations Office on application of the student. The application must contain the name and signature of the supervisor and the topic agreed on with the supervisor. A record is kept of the topic and date of allocation. The Examination Committee appoints the second evaluator on the basis of the supervisor's suggestion. If the student is not able to find a supervisor, the student can apply for the thesis to be allocated by the Examination Committee within the deadline.
- (7) Three hard copies of the thesis shall be submitted to the Examinations Office, together with a digital version of the thesis, on or before the deadline; a record is kept of the date and time of submission. Students submitting their thesis must provide a written declaration that they completed it autonomously and that they only used the sources and means of assistance cited in the thesis.
- (8) The assessment process shall not exceed six weeks.

§ 13 Defence of the Master's Thesis

- (1) The defence of the thesis is subject to assessment. It consists of a presentation for a duration of maximum 10 minutes and a discussion relating to the topic of the thesis for a duration of maximum 20 minutes. It is held in front of a board of examiners assigned by the Examination Committee. It is made up of two examiners: the first evaluator of the master's thesis and one other examiner appointed by the Examination Committee. The other examiner is the second evaluator of the master's thesis or a professor of the faculty concerned

who is not examiner of the master's thesis.

- (2) The date of the defence of the master's thesis shall be set immediately after the submission of the edited master's thesis by the Examination Committee on the basis of a suggestion made by the supervisor. The student shall receive written notification of the date and time of the defence of the master's thesis at least one week in advance. A shorter period of time can only be set with the consent of the student. The time and place of the defence of the master's thesis shall be announced publicly.
- (3) The full-time professors of the faculty, the Deans, members of the Examination Committee and members of the Presidency are invited to attend the defence of the master's thesis; they have the right to ask questions. Students are permitted to attend the defence as observers, providing there is sufficient room and subject to the consent of the candidate. The students are not permitted to attend the discussion and announcement of the results.
- (4) The result is given to the candidate after the defence of the master's thesis. A transcript of the essential components of the defence shall be made.

§ 14 Disadvantage Compensation

Students with children or students with long-standing or permanent physical impairment shall be permitted extensions of assessment deadlines on application. Alternatively, they can be examined in another form, if they are not in the position to fulfil the examination requirements in the form envisaged either entirely or partially. A doctor's certificate or other suitable proof can be requested.

§ 15 Repetition of Examinations / Course Work

- (1) A student is not permitted to repeat a module examination that he/she has already passed.
- (2) A student can repeat a failed module examination once, usually before the beginning of the following semester.

- (3) In well-grounded individual cases, repeat examinations can be held in a different form than prescribed with the consent of the Chairman of the Examination Committee.
- (4) If the deadline for the repeat examination is not met or if the student does not pass the repeat examination, it is then deemed to be a permanent fail and the student is no longer entitled to take the examination, unless the student failed for reasons beyond his/her control.
- (5) The Examination Committee can authorise a second repeat of a failed examination/assessment in exceptional cases on written application justifying the failure, if the student's academic performance to date indicates that the student can be expected to successfully complete the programme.
- (6) Following the announcement of the examination results students shall receive written notification of this application process (form, time limit). Paragraph 4 shall apply as regards the time limit for the second repeat. The thesis can only be repeated once.

§ 16 Assessment, Module Grades, Overall Grade

A Assessment

- (1) The grades for the examinations / course work which are evaluated individually are awarded by the respective examiners. The following grading key shall be used:

1	=	very good (outstanding performance)
2	=	good (performance that is significantly above average)
3	=	satisfactory (average performance)
4	=	sufficient (performance that complies with requirements in spite of shortcomings)
5	=	insufficient (performance that does not comply with requirements due to significant shortcomings)

In order to further differentiate when grading academic performance, intermediate grades such as 1.3, 1.7 are permitted.

- (2) If the academic performance is assessed by several examiners, the grade is derived as an arithmetic mean of the grades awarded by the examiners, in accordance with the prescribed grades specified in paragraph 1.
- (3) The module examination is passed if a grade of at least “sufficient” (4.0) is awarded in a graded assessment; in an ungraded assessment the student fulfils the requirements when he/she is awarded a “pass”.

B Module grades

- (4) A module grade is the weighted mean of all the grades for all the examinations / course work assigned to that particular module. The weighting is set out in the module description. Paragraph 1 items 2 and 3 apply accordingly.
- (5) The module examination is passed if a grade of at least “sufficient” (4.0) is awarded in a graded assessment; in an ungraded assessment the student fulfils the requirements when he/she is awarded a “pass”.

C Overall Grade

- (6) The student has passed the master’s examination when he/she has passed the examinations / course work for all the modules as well as the master’s thesis and its defence. Academic performance in additional, voluntarily completed modules shall not be taken into consideration.
- (7) The overall grade is derived from the weighted average of the individual module grades and the grade for the master’s thesis and its defence. Paragraphs 1 items 2 and 3 apply accordingly. The individual module grades and the grade for the master’s thesis and its defence are weighted in accordance with the following factors to obtain the overall grade for the master’s:
 - Each module grade in the first year of study is weighted in the overall grade according to the number of ECTS credits allocated to the module multiplied by 0.5 (30% in total).

- Each module grade in the second year of study is weighted in the overall grade according to the number of ECTS credits allocated to the module (40% in total).
- The master's thesis constitutes 25% of the overall grade.
- The defence of the master's thesis constitutes 5% of the overall grade.

(8) The overall grade is:

- very good
with an average of 1.5 and above
- good
with an average between 1.6 and 2.5
- satisfactory
with an average between 2.6 and 3.5
- sufficient
with an average of 3.6 to 4.0
- insufficient
with an average of 4.1 and below
- .

(9) If a student performs outstandingly (overall grade of at least 1.3) he/she is awarded the master's "with distinction".

§ 17 Master's Certificate, Master's Degree, Master's Diploma, Diploma Supplement

- (1) Students who have successfully concluded the master's examination are issued a certificate. The certificate contains the module grades, the ECTS credits assigned to the modules, the topic of the master's thesis and the overall grade.
- (2) In addition, a relative overall ECTS grade is included in the certificate. This grade is awarded to successful students as follows:

Grade

- A the best 10 %
- B the next 25 %
- C the next 30 %
- D the next 25 %
- E the next 10 %.

The reference group for the calculation of relative grades is made up of all the current students and all the students of the five previous years of the programme.

- (3) The certificate signed by the President and the Chair of the Examination Committee shall bear the date on which the candidate passed the last examination. An English translation of the certificate can be issued on application.
- (4) Karlshochschule - International University awards the higher education degree "Master of Arts" (M.A.) to graduates of the master's examination.
- (5) In addition to the certificate, graduates shall also be issued a master's degree diploma bearing the same date as the certificate. This certifies that the student has been awarded the master's degree. The diploma is also signed by the President and bears the seal of Karlshochschule - International University.
- (6) Graduates shall also be issued a diploma supplement in the English language, which contains information on the contents and progression of the programme and the academic and professional qualifications obtained by graduates. Academic performance in additional modules is mentioned separately.
- (7) The diploma supplement shall bear the date of the certificate and be signed by the Chair of the Examination Committee.

§ 18 Deceit and Violation of Regulations

- (1) If the candidate attempts to influence his/her examination /course work performance or the examination / course work performance of another candidate by cheating or using auxiliary aids other than those explicitly permitted, he/she shall be awarded the grade “insufficient” (5.0) for the examination / course work in question.
- (2) Any candidate who disturbs the regular process of the examination may be excluded from continuing the examination by the examiner or invigilator; in this case the examination will be graded “insufficient” (5.0).
- (3) In serious cases the Examination Committee can exclude a candidate from further examinations / course work. The candidate must receive written notification of a serious decision of this kind without delay; the decision must be justified and candidates must be instructed on their right to appeal.

§ 19 Invalidity of Examinations / Course Work

- (1) If a candidate has cheated during an examination / coursework and this only becomes known after the certificate has been issued, the grade awarded for the examination / coursework may be amended. If applicable, the candidate may be awarded the grade “insufficient” (5.0) for the examination / course work; it may be declared that the candidate has failed the module in question and the master’s examination. This applies accordingly to the thesis and its defence.
- (2) If the requirements for admission to an examination / course work are not fulfilled without intentional deceit on the part of the candidate, and if this only becomes known after the certificate has been issued, then this deficit will be deemed to have been made good by the fact that the examination / coursework has been passed. If the candidate knowingly obtained wrongful admission to the examination then the examination may be awarded the grade “insufficient” (5.0) and it may be declared that the candidate has failed the module in question and the master’s thesis and its defence. This applies accordingly to the thesis and its defence.

- (3) The candidate shall be given an opportunity to speak in his/her defence before a decision is reached.
- (4) The incorrect certificate shall be withdrawn and if appropriate a new one shall be issued. The master's diploma and the diploma supplement shall also be withdrawn if the master's degree has been deemed not to have been passed due to the deceit. A decision in accordance with paragraph 1 of this section must be reached before a period of five years after the date of the certificate has elapsed.

§ 20 Termination of the Entitlement to Examination and Participation in the Programme

- (1) The entitlement to examination and participation in the programme are terminated if:
 - a. the candidate fails to pass the repeat examination and a third attempt is not authorised or an authorised third attempt is also unsuccessful, or
 - b. the person is excluded from further examinations / course work in accordance with § 18 (3), or
 - c. the repetition of the thesis has not been awarded the minimum grade "sufficient" (4.0), or
 - d. the repetition of the defence of the master's thesis has not been awarded the minimum grade "sufficient" (4.0).
- (2) The entitlement to take examinations and to participate in the programme are also withdrawn if the contract of studies is effectively terminated.
- (3) If the entitlement to take examinations and admission to the programme are withdrawn, then the student is removed from the university register (exmatriculation). Notification of exmatriculation shall be sent to the student with an instruction on his/her right to appeal.

§ 21 Examiners

- (1) The examiner of course-related examinations / course work is as a rule the teacher responsible for teaching the course in the semester in question. If a uniform examination / course work is required in the context of a module which is instructed by several persons, the person responsible for the module shall coordinate the setting of examinations / course work and their evaluation.
- (2) The examiners may be professors, lecturers or instructors for special assignments, providing they provide instruction at Karlshochschule - International University in the area being examined. In addition, individuals with practical professional and education experience may be appointed if they possess the qualifications tested in the examination or equivalent qualifications. These persons must obtain written authorisation to examine from the Examination Committee, either for an individual case or a limited period of time.
- (3) Examiners shall be sworn to confidentiality.

§ 22 Examination Committee

- (1) An Examination Committee is set up for all the programmes of Karlshochschule - International University.
- (2) The Examination Committee is responsible for the organisation of all examinations / course work together with the tasks set out in these examination regulations. It is also responsible for all the tasks in these course and examinations regulations that are not explicitly assigned to another organ. It sets the dates of examinations and ensures that the course and examination regulations are observed.
- (3) The Examination Committee is supported in its tasks by the Examinations Office.

The Examination Committee consists of five elected members. In addition, the Head of the Examinations Office and the Head of the Internship Office are also members of the Examination Committee, but do not have the right to vote. Furthermore, a student is also a member of the Examination Committee.

- (4) The members of the Examination Committee are appointed by the Faculty Councils of all the faculties of Karlshochschule - International University. The selection is made from the full-time professors of Karlshochschule - International University. The elected members remain in office for three years. Re-election is possible.
- (5) If a member resigns before the end of his/her period of office, a successor shall be appointed for the rest of the period of office. Other persons may be called on in an advisory capacity.
- (6) The members of the Examination Committee elect a Chair from among its members. The Chair leads the activities of the Examination Committee.
- (7) The members of the Examination Committee are sworn to confidentiality.
- (8) Decisions made by the Examination Committee shall be communicated to the student in question. Decisions regarding a student's non-compliance or deceit shall be communicated in writing without delay to the student in question. These shall include an instruction on the right to appeal.
- (9) The Examination Committee may transfer tasks assigned to it in these course and examinations regulations to its Chair or another member.
- (10) An Examinations Office has been set up at Karlshochschule - International University to support the Examination Committee.

§ 23 Responsibility for Decisions on Appeals

The member of the Presidency responsible for teaching is responsible for decisions on appeals in matters relating to courses and examinations (§ 8 Paragraph 2 LHG).

Interim and Final Provisions

§ 24 Electronic Notifications

- (1) The results of examinations / course work may also be published electronically. During lecturing times, results are considered to be announced one day after their electronic publication. As a result, the announcement is considered to be effective on the second day of lectures following publication.
- (2) Other notifications, messages and requests may be made electronically. They shall be sent to the students at the e-mail address assigned to them by Karlshochschule - International University. It is assumed that the student has received the electronic message the day after it was sent.

§ 25 Inspection of Examination Files

The candidate is entitled to inspect his/her written examination papers, the corrections / assessment of the examiner and the examination transcripts on application within a period of one year after the conclusion of the module. The application must be made to the Examinations Office no later than a year after the conclusion of the examination process of the master's examination.

§ 26 Legal Validity

These course and examination regulations apply to students who enrol on the Master's Programme in Leadership for the first time in winter semester 2009/2010. These course and examination regulations were passed and published by the President on 31 August 2009.

Date and Signature of the President