

Examination Regulations

Master's Examination Regulations 2021
(MPO CSR & NGO MBA - 2021/2022 winter semester)

for the programme

Corporate Social Responsibility (CSR) &
Non-Governmental Organisation (NGO) Management (MBA)

at Rheinbach Campus

of Bonn-Rhein-Sieg University of Applied Sciences (H-BRS)

updated 25 June 2020

Based on §2 para. 4 and §64 of the Higher Education Act of the State of North-Rhine Westphalia (HG NRW), version published on 16 September 2014 (GV.NRW. p. 547), last changed by Section 1 of the Act on Changing the Higher Education Act of 12 July 2019 (GV.NRW. p. 377), the Department of Management Sciences at Rheinbach Campus of H-BRS has passed the following Master's Examination Regulations 2021 for the Programme in Corporate Social Responsibility (CSR) & Non-Governmental Organisation (NGO) Management (MPO CSR & NGO MBA 2021):

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I. General

§1 Scope of the examination regulations

These Master's Examination Regulations (MPO) govern the completion of the non-consecutive master's degree in Corporate Social Responsibility (CSR) & Non-Governmental Organisation (NGO) Management (MBA) at the Department of Management Sciences at Rheinbach campus of Bonn-Rhein-Sieg University of Applied Sciences (H-BRS).

§2 Aims of the programme, purpose of the examination, academic degree

(1) The programme, in accordance with the general study objectives (§58 of the Higher Education Act of the State of North-Rhine Westphalia (HG NRW)), aims to provide students with a first professional university degree (undergraduate degree) with deeper comparative scientific and practical insights into the concepts, methods and techniques of general management, with a focus on strategic, functional and operative issues of corporate social responsibility (CSR) in the corporate sector and in non-governmental organisations (NGOs). 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 abilities and prepare them for the master's examination.

(2) The master's degree is an academic degree that also enables students to serve in a managerial position. The final examination aims to assess whether a student has met the goals of the programme.

(3) After passing the final examination, H-BRS awards students the international academic degree Master of Business Administration (MBA). This degree qualifies students for a doctoral degree programme and for positions in the German higher administrative service (A13/E13 grade).

§3 Admission requirements

(1) Applicants are required to submit evidence of an undergraduate degree worth at least 210 ECTS credits under §62 para. 3 HG NRW and at least one year of professional experience after their undergraduate degree. Exceptions are governed by para. 4 in conjunction with §12.

(2) (Removed)

(3) Applicants are denied if they have failed the final attempt at 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*), or if they have forfeited their right to take the examination for other reasons. This also applies to programmes whose subject matter has significant similarities with the previous programme. The Examination Board decides whether the degree programme in question has "significant similarities" (§6).

(4) Under an exception from para. 1, if the undergraduate degree has fewer than 210 ECTS credits, but at least 180, the student must successfully complete the Practical Term module (§12) during the master's programme.

(5) To prove sufficient language skills for the master's programme, applicants must provide proof of at least B2-level English according to the Common European Framework of Reference for Languages (CEFR).

(6) The **application** must be submitted in English and in writing. The documents required for admission and the application periods are published in due time on the website of the degree programme in CSR & NGO Management (MBA).

(7) To safeguard the educational purpose under §62 para. 1 sentence 5 HG NRW, the number of students admitted each year is limited to 30.

The applicants are chosen using a selection procedure performed by the Admissions Committee (*Zulassungskommission*) (§6). The selection is based on the submitted English-language motivation letter and a ten-minute phone interview in English, which serves to discuss the contents of the motivation letter. The motivation letter and the interview are assessed based on the following criteria:

- Importance of management skills for social responsibility
- Application to sustainable development concepts
- Importance of social responsibility for the students' own career plans

The interviews are based on a standardized questionnaire drafted by the Admissions Committee. A written report will be created for each interview. The interview and the motivation letter are weighted equally.

§4 Standard period of study; scope; language of instruction

(1) The standard period of study is three semesters, including the master's thesis. The Admissions Committee can extend the standard period for individual students in exceptional cases and under consideration of their individual plans. Refer to the Annex for the corresponding programme schedules. Especially students whose first degree has less than 210 ECTS credits can receive an extension of one semester for the standard study period, because they need to additionally complete the Practical Term module (§12).

The offered courses are divided into modules. Each module has a number of ECTS credits (European Credit Transfer System) to measure the students' workload. A standard semester has 30 ECTS credits, the master's degree has 90 credits in total, or 120 credits in case students complete the additional internship (Practical Term).

(2) Each credit point corresponds to a workload of 30 clock hours (60 minutes each), equalling a total workload of 2,700 clock hours. These clock hours include time spent in class and preparing for class, as well as examination preparation and time spent in examinations.

(3) The language of instruction English.

(4) Students who have not applied for admission to (a) all graded examinations of the first study semester required under §15 para. 3 of these Examination Regulations (cf. §11 para. 1) or (b) have not registered (§18 para. 1) lose their right to take the exam, unless they can prove that this failure is due to no fault on their part (§9 para. 2). Reasons stated in §64 para. 3a HG NRW apply in particular. If a student withdraws their registration (§17, para. 5), they are considered to not have registered for the examination.

§5 Scope and structure of the examination, examination period

(1) The master's examination consists of three examinations throughout the programme. Students may complete the programme earlier, if they prove completion of all required coursework.

(2) Students earn credit points for a module by completing the corresponding examinations. These should take place when the student completes the corresponding module or teaching unit according to the programme schedule. The programme schedule (part of the Examination Regulations) is to ensure that full-time students can complete all preliminary examinations by the end of the third study semester.

(3) The programme coordinator combines the module descriptions created by the module supervisors into a programme-specific module catalogue, which includes in particular:

- Title and index number of the module
- Titles of individual courses
- Semester, cycle and duration of the module
- Assignment of individual courses to the programme schedule
- Workload (contact time, self-study) and credit points
- Admission requirements and required or preferred prior knowledge
- Goals and structure of individual courses
- Possible course formats
- Possible examination types
- Credit point requirements, significance of grade for final grade, module supervisors

§6 Examination board and admissions committee

(1) The Examination Board of the Department of Management Sciences at Rheinbach Campus assumes the duties under these Examination Regulations for the degree programme "CSR & NGO Management (MBA)". The Examination Board is an independent examination body of H-BRS.

(2) The Examination Board consists of six people who are elected by the Departmental Council:

1. Three members from among the department's professors
2. One member from among the department's research associates
3. One member from among the department's technical and administrative staff
4. One member from among the department's students

The Examination Board elects a chairperson and a deputy chairperson from among the lecturers. Except for the chairperson and the deputy chairperson, substitutes must be elected for each member of the Examination Board.

The term for elected members of the Examination Board is two years, except for the student member, who serves for one year. Re-election is permissible.

(3) The Examination Board ensures that the Examination Regulations are observed and the examinations are conducted properly; it also decides about the examination type (§17 para. 1-3; §18 para. 2). Its particular responsibility is to decide about appeals against examination decisions. The Examination Board reports to the Departmental Council about developments concerning examinations and study periods upon request. If the actual average study period differs from the standard period of study, the Examination Board must propose examination-related measures to reduce study periods to the Departmental Council. It also makes recommendations on revising the Examination Regulations. The Examination Board may transfer all or part of the following decisions to the chairperson or deputy chairperson:

- Determining whether a degree programme has significant similarities with the chosen degree programme (§3 para. 3)
- Appointment and retirement of examiners (§7 para. 1; §12 para. 6; §19 para. 2 and 3; §22 para. 2)
- Recognition of coursework and examinations, including recognition of failed attempts (§8 para. 2, 3, 4, 6, 7 and 9)
- Approval of a student's withdrawal from an examination (e.g. recognition of a medical certificate proving inability to take an exam) or recognition of a student's absence and requirement to show a certificate from a trusted doctor (§9 para. 2)
- Approval of differing examination methods in case of protectable interests (§9 para. 3)
- Extension of the Practical Term module (§12 para. 8)
- Determination of examination details, esp. examination type, language and authorised resources (§14 para. 4)
- Admission to the examination or admission after the registration deadline (§17 para. 4 and 5)
- Admission to the master's thesis and extensions of the assignment period (§20 para. 4; §21 para. 2)

This does not apply to decisions about appeals.

(4) To reach the quorum, at least the chairperson (or deputy), two voting lecturers and one further voting member of the Examination Board must be present. Decisions are passed by simple majority. In case of a tied vote, the chairperson (or deputy) has the deciding vote.

If no member of the Examination Board objects and there is an objective reason to make an exception, especially in case of urgency, the Examination Board can also decide outside of regular sessions using written/electronic procedures. A suitable deadline must be set that allows each member to vote and give their opinion.

This exceptional procedure does not apply to decisions about appeals against official notifications about a student's failing or loss of the right to take an examination.

The student member may not join discussions and decisions about examination assignments in general or the student member's own examination.

(5) The members of the Examination Board and one representative of the Office of the President have the right to be present during examinations. This right does not apply to students who take the same examination on the same examination date.

(6) The members of the Examination Board, the examiners and the examination observers must maintain professional secrecy. If they are not public employees, the chairperson of the Examination Board must require them to make an official declaration to the same effect.

The chairperson may invite guests to discussions and voting sessions of the Examination Boards; these guests are also required to maintain secrecy. Guests may speak but have no right to submit proposals or vote.

(7) Students must be informed immediately about any decisions by the Examination Board or its chairperson that could affect them negatively. Affected students have the right to be heard before the decision is passed.

(8) The Departmental Council elects an Admissions Committee consisting of full-time faculty employees to set the requirements for admission to the master's programme in CSR & NGO Management.

(9) This Admissions Committee consists of six people:

1. Three members from among the department's lecturers
2. One member from among the department's research associates
3. One member from among the department's technical and administrative staff
4. One member from among the department's students

If not already elected to the Admissions Committee from among the lecturers, the head of IZNE has an advisory role in the Admissions Committee without the right to submit proposals or vote. The same applies for the programme coordinator.

The members of the Admissions Committee elect their chairperson and deputy from among the university lecturers. Substitutes must be elected for all members of the Admissions Committee, except for the chairperson and deputy. The term for elected members of the Admissions Committee is two years, except for the student member, who serves for one year. Re-election is permissible.

(10) To reach the quorum, at least the chairperson (or deputy), two voting lecturers and one further voting member of the Admissions Committee must be present. Decisions are passed by simple majority. In case of a tied vote, the chairperson (or deputy) has the deciding vote.

If no member of the Admissions Committee objects and there is an objective reason to make an exception, especially in case of urgency, the Admissions Committee can also decide outside of regular sessions using written/electronic procedures. A suitable deadline must be set that allows each member to vote and give their opinion.

The student member may not join discussions and decisions about issues concerning the student member's own admission.

(11) The Admissions Committee decides about admissions to the programme.

§7 Examiners and observers

- (1) The Examination Board appoints the examiners and observers responsible for the examinations and the master's thesis. Only lecturers at H-BRS may be appointed as examiners. They must possess professional and teaching experience to the extent required or appropriate for achieving the examination purpose. People who grade an examination must have at least the same qualification or a qualification equivalent to the one assessed in the examination.
- (2) If several examiners are appointed, at least one examiner must have taught the examination subject. Examination observers must have at least the same qualification or a qualification equivalent to the one assessed in the examination (*sachkundige/r Beisitzer/in*).
- (3) Examiners are not bound to any orders in their role.
- (4) A candidate may propose the examiners to supervise their master's thesis. The Examination Board ensures that the duties of conducting the examination are equally divided among the examiners. The examiners proposed by candidates should be given preference where possible.

§ 8 Transfer of course credit

- (1) Course credit earned in other programmes at other public or officially recognized universities, at public or officially recognized vocational academies or in programmes at public or officially recognized universities in other countries or in another programme at H-BRS can be transferred upon request, if there is no significant difference in the skills learned in the replaced courses. Credit transfer under sentence 1 is intended to help the student to continue studying, complete examinations or start another degree programme.
- (2) The Examination Board carries out the credit transfer procedure. It decides about recognition of course credit and consults examiners in case of doubt.
- (3) The student is responsible for providing the required information for the credit to be transferred. Any credit transfer requests to the Examination Board must be made in writing. Documents from international institutions at which German is not the official language must be submitted as a certified translation in German or English. The Examination Board bears the burden of proof for any request under para. 1 not meeting the recognition requirements.
- (4) Based on the recognition procedure in para. 1 and upon request of the student, H-BRS must place the student in a study semester corresponding to the number of transferred ECTS credits as a share of all ECTS credits attainable in the programme. If the decimal is less than five, the student enters the lower semester and if the decimal is more than five, the student enters the higher semester. The student must submit the complete request to transfer previously earned credit to the Examination Board by 30 April to enrol for the summer semester or by 31 October for the winter semester (cut-off date). Decisions on requests under the terms of para. 1 must be made within six weeks of the documents having been submitted in accordance with para. 3.

(5) If a student is denied recognition under the terms of para. 1, they can request that the decision be reviewed by the Office of the President; the Office of the President will give the Examination Board a recommendation on how to deal with the request.

(6) Upon request, other skills and qualifications may be recognised based on the documents submitted, if the level and subject of the skills and qualifications are equivalent to those of the replaced coursework.

(7) (Not used)

(8) If a student re-enrolls for the same programme at H-BRS, all previously completed coursework, including failed examination attempts, is still counted. The same applies if a student changes to a programme with different examination regulations.

(9) The examination procedure begins with a student's first registration for an examination. It ends once the last examination decision has become final. Once the examination procedure has begun and a student plans to complete transferable coursework at H-BRS or another institution, the student must notify the Examination Board about these external examination attempts at least 6 weeks prior to the external examination date. Paragraph 3 applies accordingly. If the Examination Board recognizes the external attempt under para. 1 as generally transferable, an external attempt counts as having been undertaken at H-BRS. The student must then inform the Examination Board about the result of the external examination attempt and provide proof. The student cannot be admitted to the corresponding examination at H-BRS until they have informed the Examination Board about the result and provided proof.

§9 Failure to appear; withdrawal; protectable interests

(1) If a candidate fails to appear for a registered examination date without good reason, they will receive a failing grade (unsatisfactory). The same applies if the candidate withdraws from the examination without good reason after it has started or fails to complete the examination within the provided timeframe. Sentence 1 applies accordingly if the student does not submit the master's thesis on time.

(2) The student must report and substantiate their reasons for withdrawal or absence to the Examination Board immediately in writing. The Examination Board may require submission of suitable documentation. Students who fail to appear for an examination for health reasons must generally provide a medical certificate confirming their inability to take the examination, unless there are sufficient factual indications making their incapacitation plausible or making another type of proof appear suitable. If such indications exist, the Examination Board may, at the expense of H-BRS, request a medical certificate from a trusted physician appointed by H-BRS. The student may choose between several trusted physicians. If the Examination Board accepts the reasons, the student is notified that they may reapply for admission to the examination, and no failed attempt will be counted.

(3) It must be ensured, to the possible extent, that the examination conditions are designed to accommodate students affected by disabilities, chronic conditions or maternal protection regulations, who are therefore unable to complete an examination or acquire the preconditions for participating under §64 para. 2 no. 2 HG NRW in the manner provided by the examination regulations. If a candidate provides a medical certificate or other proof to the Examination Board substantiating their inability to employ their intellectual abilities, resulting in their inability to take all or part of the examination in its intended format or duration, the Examination Board may, upon request of the candidate, make a case-by-case decision permitting the candidate to complete equivalent coursework and examinations with a different format or duration and/or using aids or assistants. In case of doubt, the Examination Board may demand further evidence.

(4) Students must apply for compensation for disadvantages at least 3 weeks before the start of the affected examination registration period. The request and supporting documents must be submitted to the Examination Board in accordance with para. 3. The student is encouraged to consult the H-BRS Health and Disability Commissioner or the Equal Opportunity Commissioner (in the case of para. 5) prior to submitting the request.

(5) Regulations on care for dependants and parental leave apply additionally.

§10 Cheating, violation of regulations, complaints

(1) Students who try to influence the result of an examination by cheating or using unauthorised resources will receive a failing grade. If a student disrupts the examination procedure, the responsible examiner or supervisor may exclude them, which will also lead to failure. The reasons for excluding a student from an examination must be documented. Students who are excluded from an examination may request the Examination Board to review this decision. The same applies for decisions by examiners or supervisors under sentence 1.

Any possession of unauthorised resources in the examination room during and after distribution of the examination papers is considered attempted cheating. Unauthorised resources include, in particular, mobile phones or other mobile devices. Depositing resources in the vicinity of the examination room (toilets, hallways, staircases) is also considered cheating. The general principles for prima facie evidence apply, i.e. suspects are considered guilty until proven innocent.

Students who wilfully act as set out in sentences 1 and 2 violate the regulations. This offence is punishable under §63 para. 5 HG NRW. Repeated or other grave attempts at cheating may lead to the candidate's exmatriculation.

(2) Students must immediately notify the examiner and the chairperson of the Examination Board of any errors in the examination procedure. If, in individual cases, the candidate cannot be reasonably expected to immediately report the error, they must report errors:

- For examination dates in the winter semester: by 30 April of the year in which the winter semester ends
- For examination dates in the summer semester: by 31 October of the same year

The report must be substantiated in writing. After these deadlines, the student can no longer file a complaint for this error (limitation period).

II. Regulations on structure and organisation of the degree programme

§11 Schedule of examinations

(1) The following examinations graded under §15 para. 3 should be completed in the specified semesters of the MBA programme in CSR & NGO Management.

Module		Semester	ECTS	Type of exam
GM 1	Information and Communication	1	5	§15 para. 3
GM 2	Leadership & Human Resource Management	1	6	§15 para. 3
GM 3	Monitoring and Evaluation	1	7	§15 para. 3
GM 4	Investment and Finance	1	4	§15 para. 3
GM 5	Logistics and Quality Management	2	5	§15 para. 3
S 1	CSR & NGO Management	2	14	§15 para. 3
EE	Economics	3	6	§15 para. 3
EE 2	Politics and Ethics	2	6	§15 para. 3

B	Basics
GM	General Management
S	Specialized Management
EE	External Environment
E	Electives
C	Coaching

(2) The following examinations graded as "pass" or "fail" under §15 para. 4 should be completed in the specified semesters of the MBA programme in CSR & NGO Management.

Module		Semester	ECTS	Type of exam
B1	Basics of CSR & NGO Management	1	6	§15 para. 4
E1	Electives	3	6	§15 para. 4
C1	Coaching	3	5	§15 para. 4
	Practical Term (cf. § 3 para. 4)		30	§15 para. 4

B	Basics
GM	General Management
S	Specialized Management
EE	External Environment
E	Electives
C	Coaching

For the "Electives" module, students may freely choose courses worth a total of 6 ECTS from a list. Offered courses are posted on the notice board each semester. If less than 6 students register for an elective,

this course will not be offered that semester. In this case, students may sign up for another course after the registration deadline.

§12 Practical term / internship

(1) Students whose undergraduate degree (§3 para. 1) has fewer than 210 credits, but a minimum of 180 credits, must complete the Practical Term module, which takes a minimum of 20 and a maximum of 27 weeks.

(2) Up to 30 ECTS for related professional experience of at least 20 months after a student's first university degree can be transferred to the Practical Term module upon request, if the subject and level of this professional experience is equivalent to the replaced coursework.

(3) The Examination Board carries out the credit transfer procedure. Each individual applicant's professional experience is checked on a case-by-case basis. Any kind of work experience *per se* is not recognizable.

(4) The student is responsible for providing the required information for the qualifications to be recognized.

(5) (Not used)

(6) During the Practical Term module, students are supervised by a university lecturer chosen from among the authorised examiners.

(7) The supervisor will only confirm successful completion of the Practical Term module, if:

1. A qualified letter of reference from the student's employer is provided
2. The student has submitted a written internship report with a target word count of 3,000 signed by the employer
3. The student's activity has met the purpose of Practical Term module and the student has completed the assigned tasks

(8) If the student interrupts the Practical Term module for more than two weeks for health reasons or other reasons, leading to the internship being interrupted or cut short, the Practical Term module will be extended accordingly. The supervisor decides about the required extension. Any extension of the contract period in order to permit the student to attend courses is only permissible in exceptions with good cause and must be requested from the Examination Board.

(9) If the supervisor does not confirm successful completion of the Practical Term module under para. 7, the student may repeat the module once.

§13 (Not used)

III. Regulations for the examination procedure

§14 Purpose, scope, language and types of examinations

(1) Examinations aim to determine whether the student masters the essential content and methods of the taught subjects and is able to independently apply the acquired knowledge and skills.

(2) The examination requirements must be related to the course content as set out in the Curriculum (which is part of the Examination Regulations). Testing knowledge from previous study periods is only necessary, if required to achieve the aim of the examination under para. 1.

(3) The language of examination is English.

(4) Details for the examination, such as

- Examination type
- Time, place, duration and resources allowed in the examination

will be specified in advance by the Examination Board and communicated in writing at least twelve weeks before the examination. It is sufficient to inform students by posting a public announcement on the notice-board and/or publishing the information on the Internet.

Regardless of sentence 1, the Examination Board will announce the dates and durations for the examinations suggested by the examiner during the first quarter of the course for those cases where a practical project (para. 10) is chosen as the examination type. Paragraph 2 applies accordingly.

(5) Written examinations are intended to have students show that they are able to recognize and properly solve problems from the subject at hand using methods from the field in a limited timeframe and with limited resources. Written examinations are supervised.

(6) Oral examinations are intended to have students show that they are able to recognize and properly solve problems from the subject at hand using methods from the field in a discussion with experts. Oral examinations can be conducted separately for each student or jointly for several students (group examination). In the case of group examinations, the examination duration is multiplied by the number of candidates. The essential topics and results of the oral examination must be recorded in a written report, especially the facts relevant for grading. Students are informed about the result immediately after an oral examination. Students who intend to take the same oral examination at a later date can be admitted as listeners, depending on the available space and only if the candidate permits this when registering. Listeners may not attend the consultation about and announcement of the grade.

(7) A term paper is a piece of writing in which students are required to work independently on a subject-specific task while using and evaluating the relevant literature. The Examination Board decides at the beginning of each semester about the assignment period and scope of the term paper.

(8) An oral presentation includes the independent written elaboration of a problem in the field and evaluation of the literature as well as the oral presentation of this research and communication of the results.

(9) The simulation exercise is intended to simulate challenging situations at work under realistic conditions. The goal is to train for complex, job-related situations.

(10) A practical project (workshop, training, negotiation, etc.) serves to establish whether the candidate is able to work independently on a job-related task within a set timeframe while using scientific and professional methods and adequately present the results in person. The facts relevant for grading the practical project must be recorded in a written report.

(11) Examinations can be held and evaluated using digital storage and/or electronic communication. In case of an online examination, either one examiner or examination observer must be in the same room as the candidate.

The authenticity and integrity of the examination results must be ensured. Any automated grading of an examination result must be verified by an examiner. §15 para. 2 applies accordingly. Before a student's first electronic examination during their degree programme, they receive a general introduction.

Candidates must be given the chance to review their electronic examination and their achieved result.

Other areas remain subject to these Examination Regulations.

§15 Grading of examinations

(1) Examinations must be graded according to this provision. Grades must be justifiable. Students who take oral examinations must receive their grade immediately; the standard deadline for all other examinations is six weeks. It is sufficient to inform students of their grades using the electronic student information system. The examiner is usually the lecturer responsible for the respective course. If several examiners participate in an examination, they will grade the entire examination together. Para. 2 sentence 1 continues to apply.

(2) Final examinations for a degree programme and final attempts at repeating an examination must be graded by at least two examiners; other examinations can be graded by a single examiner. For oral examinations that don't fall under sentence 1, the Examination Board may only appoint one examiner. In this case, a competent observer must be added; before finalizing the grade, the examiner must consult with the observer.

(3) Except for cases under para. 4, the following grades must be used:

1 =	very good	=	Excellent achievement
2 =	good	=	Achievement significantly exceeding the average
3 =	satisfactory	=	Achievement meeting the average requirements
4 =	sufficient	=	Achievement that still meets requirements despite errors

5 = unsatisfactory = Achievement failing to meet requirements due to significant errors

Examiners may further differentiate grades in steps of 0.3. However, the grades 0.7, 4.3, 4.7 and 5.3 cannot be used.

In case the grade calculation results in a decimal, the following applies:

a value below	1.5	"very good"
a value above	1.5 to 2.5	"good"
a value above	2.5 to 3.5	"satisfactory"
a value above	3.5 to 4.0	"sufficient"
a value above	4.0	"unsatisfactory"

Only the first decimal counts; all others are ignored without rounding.

Students must achieve a minimum grade of "sufficient" (4.0) to pass an examination. If two examiners grade an examination under §15 para. 6 and have different results, the arithmetic mean determines the final grade.

Grades are calculated according to the following table:

Grading scheme (100 points max.)		
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
above 98		Diploma supplement

An outstanding performance of 98 points or more is specifically recognised and mentioned in the Diploma Supplement (§26 para. 5).

If a module consists of multiple examinations graded under §15 para. 3 and para. 4, the module grade is the weighted arithmetic mean only of those results graded under §15 para. 3, weighted by the credit points granted for the examination.

(4) Regardless of para. 3, examinations may also be graded as "pass" or "fail." In this case, an examination is graded as "pass" if the examiner grades finds that it "fulfills requirements despite individual errors". If the course is

an excursion, a language class, an internship, a practical project or a comparable format (e.g. business simulation), the registered student must have attended at least 75% of the total course, in addition to fulfilling sentence 2.

(5) Candidates must present their student ID card and an official ID card when requested by the examiner or the supervisor.

(6) Group projects may also be permitted as examinations, if each candidate's graded contribution is clearly distinguishable and can be graded based on specific differentiation criteria.

(7) In addition to a grade based on the German grading scale from 1 to 5, the Diploma Supplement also contains a relative grade based on the applicable version of the ECTS Users' Guide.

§16 Repeat examinations

(1) An examination failed completely and graded under §15 para. 3 or para. 4 can be repeated twice.

(2) If a candidate fails the second examination attempt, they can request a consultation with an examiner of the second attempt. The purpose of this consultation is to identify reasons for failure in the student's study behaviour and potential improvements.

(3) An examination with the total grade of "sufficient" (4) or "passed" may not be repeated.

§17 Provisions for examinations under §15 para. 3

(1) The Examination Board specifies the examination type in advance and will inform students by the first week of the course. Posting the information on the notice board or online is sufficient.

As a rule, the examinations are held during the semester break, i.e. when there are no lectures. An examination date is usually set for the end of the winter semester and for the end of the summer semester.

(2) (Not used)

(3) The following examination types are possible:

- Written examination lasting at least 60 and no longer than 120 minutes; subject to §14 para. 5.
- Oral examination; the target duration for individual oral examinations is 15 to 45 minutes; subject to §14 para. 6.
- Term paper including an optional oral examination. Individual term papers must have approx. 8,000 words; group papers must have 8,000 words per group member. §14 para. 7 applies; for oral examinations, §14 para. 6 applies. The term paper is completed during the semester, the oral examination

within the corresponding examination period. If a term paper includes an oral examination, the results of the term paper and the oral examination each make up 50 % of the final grade.

- Development, realization and evaluation of empirical studies, including a written paper. The examiner specifies the scope and format of the examination.
- Realization and presentation of a practical project (workshop, training, negotiation, etc.) including all materials required (flip charts, guides, handouts, podcasts, videos), including an optional written paper. The oral presentation must be between 60 and 120 minutes long for individuals; for group projects, this limit applies for each member. §14 para. 10 applies. Depending on the length of the oral presentation, the written paper must have around 4,000 words (for a 60-minute presentation) to 2,000 words (for a 120-minute presentation) for individual papers; for group projects, this target applies for each member.

(4) Candidates must apply for admission to an examination to the Examination Board before the specified date. The request must be submitted online. The request may be submitted for several examinations at once, if they are scheduled within the same examination period. If a student is unable to apply for an examination online due to technical reasons under the responsibility of H-BRS, the student must inform the Examination Board in writing immediately and no later than the registration deadline (limitation period). Registration after the deadline is only possible for good reasons with approval of the Examination Board. In case of admission after the registration deadline, the Examination Board can exclude the option of deregistration (para. 5).

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

1. Proof of the stated admission requirements
2. A declaration about previous attempts at corresponding examinations and previous attempts at final examinations, as well as any preliminary or intermediate examinations in the same or a comparable programme
3. In case of oral examinations: a declaration whether the candidate permits admission of listeners

The Examination Board decides on admission to the examination. It announces the candidates admitted to the examinations in due time, usually meaning two weeks before the examination, according to para. 1.

(5) Candidates may withdraw their request for admission to an examination online up to seven days before the date fixed for the examination (deregistration) without any effect on their permitted number of attempts. Para. 4 sentence 4 applies accordingly.

(6) Admission to an examination is announced online through the relevant electronic student information system. Students must check the student information system for their admission and make sure that their registration or deregistration is recorded correctly. Only students whose admission is recorded may take an examination.

§18 Provisions for examinations under §15 para. 4

(1) There is no formal admission for these examinations. Candidates must register officially by signing a participant list or registering online before a date announced by the lecturer at the start of the semester. This registration is required for taking the examination. The provisions for failure to appear and withdrawal (§9 para. 1 and 2) apply accordingly.

(2) The following examination types are possible:

- | Attending at least 75% of the total course, if the course is an excursion, language class, internship, practical project or a comparable lecture (e.g. business simulation).
- | Written examination of at least 60 minutes; §14 para. 5 applies.
- | Oral examination; the target duration for individual oral examinations is 15 to 45 minutes; subject to §14 para. 6.
- | Term paper with a target word count of 4,000; §14 para. 7 applies.
- | Oral presentation including case studies, practical studies, internship reports and group projects with a target of 20 to 45 minutes for the oral presentation for individual presentations; for group projects, this target applies for each member. Depending on the duration of the oral presentation, the written paper has a target word count of 1,000 (for a 45-minute oral presentations) to 3,000 (for a 20-minute oral presentation) words for individual papers; for group projects, this target applies for each member; §14 para. 8 applies.
- | Development, realization and evaluation of empirical studies, including a written paper. The examiner specifies the scope and format of the examination.
- | Business simulation with an oral presentation of 15 minutes; §14 para. 9 applies.

IV. Master's thesis

§19 Purpose of the master's thesis, topic, examiners

(1) The master's thesis is a written assignment on a well-defined problem. It is intended to prove that the candidate is able to independently work on a practical assignment from the field, taking into account both its subject-specific details and its interdisciplinary aspects, using academic and subject-specific methods. The master's thesis must be written in English.

(2) The master's thesis may be assigned and supervised by any lecturer who is an eligible examiner under §7 para. 1. The candidate must have the opportunity to propose both a topic and the examiners for the master's thesis.

(3) Upon the candidate's request, the Examination Board may also appoint an adjunct professor, a competent lecturer, or a person with professional and training experience under §7 para. 1 to supervise the master's thesis. In this case, the second examiner must be a full-time lecturing professor at the relevant department. If approved by the Examination Board, the master's thesis can also be completed at an organization outside of H-BRS, if it can be sufficiently supervised there.

(4) Upon request, the chairperson of the Examination Board ensures that the applicant receives a topic for the master's thesis on time. The Examination Board must ensure that the examination duties are evenly distributed among the examiners, to the possible extent.

(5) (Not used)

§20 Admission to the master's thesis

(1) Students who have earned at least 30 ECTS from coursework of the first and second semesters according to the study schedule shown in §11 para. 1 and 2 and attached to these Examination Regulations may be admitted to the master's thesis.

(2) The request for admission must be submitted online or in writing to the chairperson of the Examination Board. The following documents must be attached to the request, unless they have been submitted at an earlier date:

1. A declaration stating which examiners are prepared to supervise the master's thesis
2. The topic that the examiner intends to assign for the master's thesis
3. A statement on previous attempts at writing a master's thesis

(3) Candidates may withdraw their admission request in writing without reasons until announcement of the decision; this will have no effect on the number of permitted examination attempts.

(4) The Examination Board decides on candidate's admission to the master's thesis. Admission is denied if the requirements of para. 1 are not fulfilled or if the documents are incomplete.

§21 Assignment and completion of the master's thesis

(1) The chairperson or deputy chairperson of the Examination Board is responsible for assigning the topic for the master's thesis. The date on which the Examination Board notifies the student about the topic of the master's thesis and the examiners is defined as the assignment date; this date must be documented.

(2) The assignment period for the master's thesis (i.e. the time from the date of assignment to the date of submission) is four months. If the master's thesis is empirical in nature, the deadline may be extended by one month upon request. The chairperson of the Examination Board must decide whether the Master's thesis deals with an empirical or experimental topic after hearing the examiner appointed for 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 cases, the Examination Board may extend the assignment period by up to one month; students must request such an extension prior to the deadline, specifying the reasons. The thesis supervisor must be heard on this request. In case of an extension for health reasons, a medical certificate under §9 para. 2 must be added to the request. If the illness lasts more than one month, the candidate may request to change the topic.

(3) The target word count for the master's thesis is between 20,000 and 27,500 words in the format specified by the Examination Board.

(4) Students may change the topic of the master's thesis only once without giving reasons within the first three weeks of the assignment period. In case of a repeated attempt, the topic may be changed only, if the candidate did not use this option while working on the first master's thesis.

§22 Submission and grading of the master's thesis, repeat attempts

(1) Candidates must submit two printed and bound copies and three digital copies of the master's thesis to the chairperson of the Examination Board. The digital versions (CD-ROMs) must be attached to the three copies in a common file format (e.g. txt, doc, rtf or pdf, without access protection). The submission date must be documented. If the thesis is submitted by mail, the postmark date is the submission date. When submitting the thesis, candidates must confirm in writing that they have written the thesis independently, that all sources are documented and that all quotes are referenced. Candidates must also declare that the subject matter does not overlap with a final thesis written for a previous degree programme.

(2) The master's thesis must be graded by two examiners. One of them must have supervised the thesis. While students have the right to propose the second examiner, the final decision is confirmed by the Examination Board. In cases set out in §19 para. 3, the second examiner must be a full-time teaching professor at the department.

If the examiners give different grades, the final grade is the arithmetic mean of the individual grades, provided that both grades are at least "sufficient" (4.0) and the difference between the two grades is not greater than 2.0 points.

If one examiner gives a failing grade or if the difference is more than 2.0 points, the Examination Board must appoint a third examiner. In this case, the final grade

is the arithmetic mean of the two better grades. However, the master's thesis may only be graded as "sufficient" (4.0), if at least two of the grades are "sufficient" (4.0) or better.
All grades must be substantiated in writing.

(3) Candidates may repeat their master's thesis once. A master's thesis with a grade of "sufficient" (4.0) or better cannot be repeated.

§23 (Not used)

§24 (Not used)

V. Result of the master's examination

§25 Result of the master's examination

(1) The master's examination is considered passed, if all examinations and the master's thesis have received a grade of "sufficient" (4.0) / "pass" or better.

(2) The master's examination is considered failed, if one of the examinations in para. 1 has been graded as "unsatisfactory" (5.0) or "fail". In case of a failing grade or loss of their right to take examinations, candidates receive an official notification with information on their right to appeal. Candidates may request the chairperson of the Examination Board to issue a confirmation about their completed examinations and grades and the coursework still required to pass the master's examination. The confirmation must state that the candidate has failed the final attempt at their master's examination or lost the right to take the examination.

§26 Transcript, diploma and diploma supplement, total grade

(1) The transcript for a successfully completed master's examination must state the credit points for each subject, the grades for each examination and the master's thesis as well as the topic and the total grade of the master's examination.

(2) The total grade of the master's examination is the weighted arithmetic mean of the grades only from those examinations graded under §15 para. 3. The grade is weighted by the credit points for each module.

(3) The transcript for the completed master's examination must be issued immediately, if possible within four weeks after completion of the last examination. It must be signed by the dean or vice dean and the chairperson or deputy chairperson of the Examination Board and shows the date on which the last examination was completed.

(4) The candidate receives the master's diploma along with the transcript, both showing the same date. The diploma documents the awarding of the academic master's degree. The diploma must be signed by the dean or vice dean and the chairperson or deputy chairperson of the Examination Board and bear the seal of H-BRS.

(5) The diploma supplement must mention the number of examinations completed with excellent results graded under §15 para. 3. The diploma supplement must be signed by the dean or vice dean and the chairperson or deputy chairperson of the Examination Board and handed over to the candidate.

VI. Final provisions

§27 Access to examination records

After announcement of their examination results, students may request access to the records of their examinations from the chairperson of the Examination Board. The Examination Board specifies the time and place of the examination review. During the examination review, students may produce a copy or other faithful reproduction of the examination record.

§28 Invalid 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 attempt at cheating becomes known only after issue of the diploma, the Examination Board may declare the final examination as either completely or partially failed.

(1) If a candidate has failed to meet admission requirements for an examination without the intention to deceive, and if this fact becomes known only after issue of the diploma, this failure is remedied by the student's passing of the examination. If the candidate has intentionally and wrongfully obtained admission, the Examination Board decides about the legal consequences in adherence to the Administrative Procedure Act of the State of North-Rhine Westphalia (*Verwaltungsverfahrensgesetz NRW*).

(2) An incorrect diploma must be collected and reissued, if appropriate. A decision under para. 1 and para. 2, sentence 2 is no longer possible after the limitation period of five years after issue of the diploma.

§29 Coming into force, transitional provision

(1) These Examination Regulations are published in the official announcement publication of H-BRS (*Verkündungsblatt*). They come into force on the day of publication for all students who enroll for the Corporate Social Responsibility (CSR) & Non-Governmental Organisation (NGO) Management (MBA) programme at H-BRS from the 2021/22 winter semester onwards.

(2) If these examination regulations are replaced by a newer version, or if the programme is discontinued, examinations will be offered for up to four additional semesters, starting with the semester in which the course assigned to the examination was last offered. Details can be specified in a separate document.

Examination Regulations for the programme in CSR & NGO Management (MBA) at Rheinbach
Campus of H-BRS **(MPO CSR & NGO MBA 2021)**

Issued based on the decision of the Departmental Council of the Department of Management Sciences on
25 June 2020.

Rheinbach, 25 June 2020

The Dean of the Department of Management Sciences at H-BRS, Prof. Dr. Peter Muck

Annex 1: Recommended study schedule

3 semester study plan						ECTS	SWS
Preparatory Course (optional: Academic Writing and Practical Term 0 CP; obligatory: Practical Term 30 CP)						30	
1	Basics of CSR & NGO Management 8	General Management 1 5	General Management 2 6	General Management 3 5	General Management 4 6	30	14,5
2		General Management 5 5	CSR & NGO Management 12		External Environment: Economics 6	30	14,5
3				External Environment: Politics and Ethics 6	Electives 6	30	5,5
				Coaching / How to write a Master Thesis 5	Master Thesis 20	90	34,5

5 semester study plan						ECTS	SWS
Preparatory Course (optional: Academic Writing and Practical Term 0 CP; obligatory: Practical Term 30 CP)						30	
1	Basics of CSR & NGO Management 8	General Management 2 6			General Management 4 6	20	10,5
2		General Management 5 5			External Environment: Politics and Ethics 6	14	9
3		General Management 1 5		General Management 3 5	Electives 6	19	9
4			CSR & NGO Management 12			16	5,5
5					Coaching/ Write a Master Thesis 5	21	0,5
					Master Thesis 20	90	34,5

Students may consult the Study Guidance Service to create their individual study schedule.

Annex 2: Curriculum



**Hochschule
Bonn-Rhein-Sieg**
University of Applied Sciences

Curriculum MBA "CSR & NGO
Management"

	Module	SWS	ECTS		Semester		
			Course	Module	1	2	3
Preparatory Courses							
	Academic Writing, Applied Statistics, Intercultural	0,5	N/A	N/A	x		
Basics	Basics of CSR & NGO Management						6
	Concepts, Functions, Actors in CSR & NGO Management	0,5	1		x		
	Introduction to Governance and Business Management	3	5		x		
	General Mgmt. 1: Information and Communication						
General Management							5
	Fundraising, Lobbying and Campaigning	1	3		x		
	General Mgmt. 2: Leadership & HR Management	1	2		x		
							6
	Human Resources and Leadership	1	2		x		
	General Mgmt. 3: Monitoring & Evaluation	2	4		x		
							6
	Impact Evaluation	1	2		x		
	Management Accounting	1	2		x		
	General Mgmt. 4: Investment and Finance	1	2		x		
							5
	Business Simulation	1	2		x		
	General Mgmt. 5: Logistics and Quality Mgmt.	1	3		x		
						5	
TQM and Business Excellence	2	3			x		
	1	2			x		
Special Management							14
	CSR & NGO Management	1	3			x	
	Management of Complex Projects	1	2			x	
	NGO Business Strategy and Organisation	2	3			x	
	Corporate Social Responsibility	1	4				
	Business Plan Development	1	2			x	
	Social Investment						
External Environment							6
	External Environment: Politics and Ethics	2	3			x	
	International Politics	2	3			x	
							6
	International Economics	2	3			x	
	Sustainability Economics	2	3				x
Electives	Electives						6
	<i>ie. Pitching Sessions, Security Risk Management in NGOs, CSR and Stakeholder dialogue, Strategic Altruism, Human Rights and International Law, NPO Governance</i>	3	2				x
CO	Group and Individual Coaching	1	5	5			x
MT	Master's Thesis		20	20			x
	Summe	35	90				

SWH = hour(s) per week per semester

Annex 3: Examination types

Examination type	Examination	
	Assessment with differentiated grade (§15 para. 3)	Graded as "pass" / "fail" (§15 para. 4)
Written test (minutes)	60-120	60
Term paper (words)	8,000	4,000
Term paper (incl. oral examination)	optional	-
Creating and presenting a practical project (minutes)	60-120	-
Optional written paper (words)	4,000-2,000	-
Oral part of presentation (minutes)	-	20-45
Written part of presentation (words)	-	3,000-1,000
Business simulation	-	yes
Empir. survey (written)	yes Scope set by examiner	yes Scope set by examiner
Oral examination (minutes)	15-45	15-45
Course attendance (percentage)	-	at least 75%
Master's thesis (words)	20,000-27,500	-

Comment:

Group projects are possible for the following examination types:

Term paper, presentation, business simulation, empirical study, practical project, oral examination, master's thesis.

In this case, multiply the value in the table by the number of students.