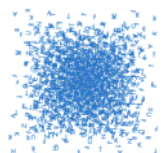


MBA - Aviation Management

Master of Business Administration (MBA)
Fb 3: Wirtschaft und Recht – Business and Law

Fachhochschule Frankfurt am Main
University of Applied Sciences
Nibelungenplatz 1
60318 Frankfurt am Main



Prüfungsordnung des Fachbereichs 3: Wirtschaft und Recht – Business and Law der Fachhochschule Frankfurt am Main – University of Applied Sciences für den weiterbildenden Masterstudiengang MBA Aviation Management vom 30. März 2011

Aufgrund des § 44 Abs. 1 Nr. 1 des Hessischen Hochschulgesetzes (HHG) vom 14. Dezember 2009 (GVBl. I S. 666), hat der Fachbereichsrat des Fachbereichs 3: Wirtschaft und Recht – Business and Law der Fachhochschule Frankfurt am Main – University of Applied Sciences am 30. März 2011, die nachstehende Prüfungsordnung für den weiterbildenden Studiengang MBA - Aviation Management beschlossen.

Sie entspricht den Allgemeinen Bestimmungen für Prüfungsordnungen mit den Abschlüssen Bachelor und Master an der Fachhochschule Frankfurt am Main – University of Applied Sciences (AB Bachelor/Master) vom 10. November 2004 (Staatsanzeiger für das Land Hessen 2005 S. 519), geändert am 11. Februar 2009 (Hochschulanzeiger Nr. 13/26.08.2009) und wurde durch den Präsidenten am 08. August 2011 gemäß § 37 Abs. 5 HHG genehmigt.

Die Genehmigung ist befristet für die Dauer der Akkreditierung bis zum 28. Februar 2016.

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§ 1

Akademischer Grad, Profiltyp

- (1) Aufgrund der bestandenen Master-Prüfung verleiht die Fachhochschule Frankfurt am Main – University of Applied Sciences den akademischen Grad „Master of Business Administration (MBA)“.
- (2) Der Master-Studiengang hat den Profiltyp eines stärker anwendungsorientierten Studiengangs.

§ 2

Zulassung zum Master-Studium

- (1) Zum weiterbildenden berufsbegleitenden Master-Studiengang MBA Aviation Management kann nur zugelassen werden, wer
 1. einen in- oder ausländischen ersten berufsqualifizierenden Studiengang mit einer Regelstudienzeit von mindestens sechs Semestern mit Erfolg abgeschlossen hat und
 2. dabei mindestens 180 ECTS-Punkten (Credits) erworben hat,
 3. mindestens drei Jahre Berufserfahrung, davon mindestens zwei Jahre in der Luftverkehrsbranche, nachweisen kann,
 4. ein Empfehlungsschreiben des Arbeitgebers oder eines anderen geeigneten Referenzgebers vorlegt, das auf die persönliche und fachliche Eignung abstellt,
 5. über gute englische Sprachkenntnisse verfügt, die durch
 - den erfolgreichen Abschluss eines englischsprachigen Studiengangs oder
 - den Test of English as a Foreign Language (TOEFL) mit einem Minimalergebnis von 90 Punkten oder IELTS 6.5 oder das Cambridge Advanced Certificate nachgewiesen werden, und
 6. den Nachweis des Graduate Management Admission Tests (GMAT) mit einer Mindestpunktzahl von 550 Punkte erbringt und
 7. ein positiv bewertetes Auswahlgespräch absolviert hat.
- (2) Das Vorliegen der Voraussetzungen gemäß Absatz 1 Nr. 2 bis 7 wird durch den Prüfungsausschuss festgestellt.
- (3) In den Fällen, in denen ein Bewerber oder eine Bewerberin einen ersten berufsqualifizierenden Studienabschluss mit weniger als 210 ECTS-Punkten (Credits) vorlegt, ist die Zulassung mit der Auflage verbunden, dass bis zur Zulassung zum Modul Masterthesis der erfolgreiche Abschluss von Modulen im Umfang von bis zu 30 ECTS-Punkten (Credits) nachzuweisen ist. Hierzu kann u. a. aus dem Modulangebot der Bachelor-Studiengänge am Fachbereich 3: Wirtschaft und Recht der Fachhochschule Frankfurt am Main ausgewählt werden. Der Prüfungsausschuss kann einschlägige Berufserfahrung im Umfang von bis zu 30 ECTS-Punkten (Credits) anerkennen. Über die Anzahl und die Auswahl der Module entscheidet der Prüfungsausschuss.
- (4) Für Studienbewerberinnen und Studienbewerbern mit ausländischen Vorbildungsnachweisen gilt die Satzung über das Verfahren zur Bewertung und Zulassung von



Studienbewerberinnen und Studienbewerbern mit ausländischen Vorbildungsnachweisen an der Fachhochschule Frankfurt am Main in der jeweils gültigen Fassung.

- (5) Die Bewerbung erfolgt durch ein ein- bis zweiseitiges Bewerbungsschreiben, das Aufschluss über die Motivation für den gewählten Studiengang und den angestrebten Beruf bzw. die angestrebte Position gibt. Dem Schreiben sind der Lebenslauf sowie die Nachweise für die Zulassungsvoraussetzungen gemäß Absatz 1 beizufügen.
- (6) Die Auswahl erfolgt auf Grundlage des Absatz 1 durch ein Auswahlgespräch (mind. 45 Minuten, max. 60 Minuten) mit zwei Mitgliedern des Prüfungsausschusses, darunter die Studiengangsleitung. Dieses Gespräch soll vertiefenden Einblick über die Motivation und Eignung für den gewählten Studiengang und angestrebten Beruf bzw. die angestrebte Position geben.
- (7) Die Immatrikulation bzw. die Rückmeldung werden nur wirksam, wenn das vom Präsidium festgesetzte Entgelt entrichtet wurde. Näheres regelt die Entgeltordnung der Fachhochschule Frankfurt am Main – University of Applied Sciences für den weiterbildenden Masterstudiengang MBA Aviation Management.

§ 3

Regelstudienzeit, Anzahl der ECTS-Punkte (Credits)

- (1) Die Regelstudienzeit für die Erlangung des zweiten berufsqualifizierenden Abschlusses MBA beträgt einschließlich des Moduls Master-Thesis vier Semester.
- (2) Das Studienprogramm umfasst 90 Credits. Die Credits sind jedem Modul zugeordnet und werden durch den erfolgreichen Abschluss des Moduls erworben. Die Inhalte der Module sowie die Anzahl der in den Modulen zu erwerbenden Credits sind den Modulbeschreibungen (Anlage 3) zu entnehmen.

§ 4

Module

- (1) Das Studienprogramm enthält 15 Module. Es umfasst einschließlich des Moduls „Master-Thesis“ 14 Pflichtmodule und ein Wahlpflichtmodul.
- (2) Bei der Wahl des Wahlpflichtmoduls wird das Wahlrecht mit der erstmaligen Anmeldung zur Modulprüfung ausgewählt. Ein Wechsel ist danach nicht mehr möglich.
- (3) Die Lehr- und Prüfungssprache aller Module ist Englisch.
- (4) Mindestens zwei Module werden an Standorten kooperierender, ausländischer Hochschulen absolviert.

§ 5

Prüfungen

- (1) Die Art der Modulprüfung oder Modulteilprüfung im Sinne von § 7 Abs. 3 in Verbindung mit § 10 Abs. 1 AB Bachelor/Master regelt die Modulbeschreibung (Anlage 3).
- (2) Die Prüfungen der Module werden in englischer Sprache abgelegt.



- (3) Eine Modulprüfung ist bestanden, wenn die Modulprüfungsleistung oder alle dem Modul zugeordneten Modulteilprüfungsleistungen mit mindestens „ausreichend“ (4,0) bewertet wurden. Die Gewichtung von Modulteilprüfungsleistungen bei der Notenbildung ergibt sich aus der jeweiligen Modulbeschreibung.
- (4) Nicht bestandene Modulprüfungsleistungen oder Modulteilprüfungsleistungen können zweimal wiederholt werden. Bestandene Modulprüfungsleistungen oder Modulteilprüfungsleistungen können nicht wiederholt werden.
- (5) Wiederholungsprüfungen für nicht bestandene Prüfungsleistungen für im Ausland angebotene Module können am Standort Frankfurt am Main abgelegt werden. Als Zweitprüferin oder Zweitprüfer im letzten Prüfungsversuch werden Professorinnen oder Professoren der Fachhochschule Frankfurt am Main – University of Applied Sciences benannt.

§ 6

Master-Thesis und Master-Kolloquium

- (1) Die Ausgabe des Themas für die Master-Thesis erfolgt nach Zulassung der Studierenden oder des Studierenden zur Master-Thesis durch den Prüfungsausschuss.
- (2) Die Bearbeitungszeit für die Master-Thesis beträgt sechs Monate. Sie beginnt mit dem Tag der Ausgabe des Themas. Für das Modul „Master-Thesis“ werden 20 Credits vergeben.
- (3) Kann der erste Abgabetermin aus Gründen, welche die Studierende oder der Studierende nicht zu vertreten hat, nicht eingehalten werden, so wird die Bearbeitungszeit nach Maßgabe des § 23 Abs. 8 Satz 1 AB Bachelor/Master einmalig um die Zeit der Verhinderung, längstens jedoch um acht Wochen verlängert.
- (4) Die Master-Thesis ist fristgerecht in drei gehefteten schriftlichen Exemplaren im Prüfungsamt abzugeben. Darüber hinaus ist die Arbeit auf einem digitalen Datenträger im Format eines gängigen Textverarbeitungsprogramms einzureichen.
- (5) Die Master-Thesis ist Gegenstand eines Abschluss-Kolloquiums. Die Dauer des Kolloquiums beträgt mindestens 30 Minuten, höchstens 45 Minuten. Das Kolloquium soll spätestens sechs Wochen nach Abgabe der Master-Thesis stattfinden. Das Ergebnis geht mit einem Gewicht von einem Fünftel in die Bewertung des Moduls „Master-Thesis“ ein.

§ 7

Prüfungsausschuss

- (1) Der für den Studiengang gebildete Prüfungsausschuss ist für alle Prüfungsangelegenheiten betreffend den Studiengang nach Maßgabe der AB Bachelor/Master und dieser Prüfungsordnung zuständig.

§ 8

Meldung und Zulassung zu den Prüfungen

- (1) Eine Modulprüfung oder eine Modulteilprüfung kann ablegen, wer als Studierende oder als Studierender in diesem Studiengang die Gebühr für die Teilnahme an dem Modul sowie im Falle von Wiederholungsprüfungen die Prüfungsgebühr entrichtet hat oder hiervon befreit wurde; das Nähere regelt die Entgeltordnung.



Eine Modulprüfung oder eine Modulteilprüfung kann ablegen, wer als Studierende oder als Studierender in diesem Studiengang die in der Entgeltordnung geregelten Gebühren entrichtet hat oder hiervon befreit wurde.

- (2) Die Voraussetzungen für die Zulassung zu den Prüfungen ergeben sich aus § 9 AB Bachelor/Master und den Modulbeschreibungen (Anlage 3). Für die Anmeldung zur Master-Thesis sind mindestens 55 ECTS erforderlich. Über die Zulassung entscheidet der Prüfungsausschuss.
- (2) Die Anmeldung zu den Prüfungen erfolgt in einem von dem Prüfungsausschuss festzulegenden Antragsverfahren. Der Prüfungsausschuss legt zu Beginn des Semesters den Zeitraum für die Anmeldung zu den Prüfungen fest (Anmeldezeitraum) und gibt ihn bekannt. Er gibt ferner den Zeitpunkt bekannt, bis zu dem die Anmeldung ohne Anrechnung auf die zulässigen Versuche zurückgenommen werden kann (Rücknahmezeitpunkt). Nach dem Rücknahmezeitpunkt kommt ein Rücktritt von einer Prüfung, zu der die/der Studierende angetreten ist, nur nach Maßgabe des § 15 AB Bachelor/Master in Betracht.

§ 9

Bildung der Gesamtnote

- (1) Die Gesamtnote für die Master-Prüfung errechnet sich aus den Noten der Modulprüfungen wie folgt:
 1. aus der Note des Moduls Master-Thesis und
 2. dem arithmetischen Mittel der Noten der übrigen 14 Module.Dabei geht das Modul Master-Thesis mit einer Gewichtung von 25% in die Gesamtnote ein. Dabei gilt § 14 Abs. 4 Sätze 2 und 3 der AB Bachelor/Master entsprechend.
- (2) Entsprechend § 14 Abs. 5 der AB Bachelor/Master wird für die Gesamtnote der Master-Prüfung ein ECTS-Rang vergeben.

§ 10

Zeugnis, Urkunde und Diploma Supplement

- (1) Nach bestandener Master-Prüfung erhält die Studierende oder der Studierende ein Zeugnis, die Master-Urkunde und ein Diploma Supplement nach Maßgabe des § 21 der AB Bachelor/Master.
- (2) In das Zeugnis über die Master-Prüfung sind ergänzend zu den Angaben nach § 21 Abs. 1 Satz 2 der AB Bachelor/Master, die Anzahl der erworbenen Credits und auf Antrag der Studierenden oder des Studierenden das Ergebnis der Prüfungen in Zusatzmodulen aufzunehmen.

§ 11

Inkrafttreten

Diese Prüfungsordnung tritt am 01. September 2011 zum Wintersemester 2011/2012 in Kraft.



Frankfurt am Main, 24. August 2011

Prof. Dr. Yvonne Ziegler
Die Dekanin des Fachbereichs 3: Wirtschaft und Recht – Business and Law

Anlagen

Anlage 1: Strukturmodell

Anlage 2: Modulübersicht

Anlage 3: Modulbeschreibungen

Anlage 4: Diploma supplement



Strukturmodell: Master of Business Administration mit der Zusatzbezeichnung „Aviation Management“ (MBA)

Anlage 1 zur Prüfungsordnung

4. Semester 22,5 ECTS	10 Management Competencies II 5 ECTS	15 Master-Thesis 20 ECTS				
3. Semester 22,5 ECTS		11 Logistics 5 ECTS	12a Elective I: Managing Innovation and Technology 5 ECTS	12b Elective II: Managing Change and Crisis 5 ECTS	13 Economic and Environmental Basis 5 ECTS	14 Strategic Airport Management 5 ECTS
2. Semester 22,5 ECTS	01 Management Competencies I 5 ECTS	06 Corporate Management II 5 ECTS	07 Leadership in a Global Environment 5 ECTS		08 Applied Research Project	09 Strategic Air-Traffic Management 5 ECTS
1. Semester 22,5 ECTS		02 Corporate Management I 5 ECTS	03 Research Methods and Project Management 5 ECTS		04 Safety Management Systems 5 ECTS	05 Strategic Airline Management 5 ECTS

Modulübersicht MBA Aviation Management (MBA)

– Anlage 2 zur Prüfungsordnung

(Module – ECTS – Dauer – Prüfungsform – Sprache d. Moduls)

Nr.	Modultitel	ECTS	Dauer [Sem.]	Prüfungsform	Sprache
01	Management Competencies I	5	2	Referat (mindestens 15, höchstens 30 Minuten) mit schriftlicher Ausarbeitung (Bearbeitungszeit 8 Wochen)	Englisch
02	Corporate Management I	5	1	Klausur (120 Minuten)	Englisch
03	Research Methods and Project Management	5	1	Klausur (120 Minuten)	Englisch
04	Safety Management Systems	5	1	Schriftliche Hausarbeit (Bearbeitungszeit 8 Wochen)	Englisch
05	Strategic Airline Management	5	1	Schriftliche Projektarbeit (Bearbeitungszeit 8 Wochen) mit Präsentation (mindestens 20, höchstens 30 Minuten)	Englisch
06	Corporate Management II	5	1	Klausur (120 Minuten)	Englisch
07	Leadership in a Global Environment	5	1	Klausur (120 Minuten)	Englisch
08	Applied Research Project	5	1	Schriftliche Projektarbeit (Bearbeitungszeit 3 Monate) und Präsentation (mindestens 20, höchstens 30 Minuten)	Englisch
09	Strategic Air-Traffic Management	5	1	Schriftliche Projektarbeit (Bearbeitungszeit 8 Wochen) und Präsentation (mindestens 20, höchstens 30 Minuten)	Englisch
10	Management Competencies II	5	2	Schriftliche Hausarbeit (Bearbeitungszeit 8 Wochen)	Englisch
11	Logistics	5	1	Schriftliche Hausarbeit (Bearbeitungszeit 8 Wochen)	Englisch
12a	Elective I: Managing Innovation and Technology	5	1	Schriftliche Hausarbeit (Bearbeitungszeit 8 Wochen)	Englisch
12b	Elective II: Managing Change and Crisis	5	1	Schriftliche Hausarbeit (Bearbeitungszeit 8 Wochen)	Englisch
13	Economic and Environmental Basis	5	1	Schriftliche Hausarbeit (Bearbeitungszeit 8 Wochen)	Englisch

Stand: 30.03.2011

Nr.	Modultitel	ECTS	Dauer [Sem.]	Prüfungsform	Sprache
14	Strategic Airport Management	5	1	Schriftliche Projektarbeit (Bearbeitungszeit 8 Wochen) und Präsentation (mindestens 20, höchstens 30 Minuten)	Englisch
15	Master-Thesis	20	6 Monate	Masterarbeit (Bearbeitungszeit 6 Monate) mit Abschluss-Kolloquium (mindestens 30, höchstens 45 Minuten)	Englisch

Modulbeschreibung MBA Aviation Management (MBA)

Anlage 3 zur Prüfungsordnung

1. Modul: Management Competencies I	
Study programme	MBA Aviation Management
Applicability of the module to other study programmes	MBA Aviation Management
Duration of the module	Two semesters
Status of the module	Compulsory module
Recommended semester during the study programme	1 st and 2 nd semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Requirements for participation in the module assignment	None
Module assignment	Presentation (mind.15, max. 20 minutes) based on written assignment (submission period 8 weeks)
Intended learning outcomes /acquired competencies of the module	<p>Upon successful completion of this module, the students are able to</p> <ul style="list-style-type: none"> - work according to academic standards (literature research, citation and referencing skills, clear structure and academic writing), - apply core management and leadership skills (Problem Solving and Decision Making, Planning, Delegation, Basics of Internal and External Communications, Meeting Management, Managing Yourself and Others), - understand the importance of team work for problem solving and innovation processes, - be aware of relevant psychological influences of leadership (own and other perception of self, biased perception, team processes), - build, manage and lead an interdisciplinary team, - understand communication and self-reflection as key instrument for authentic leadership, - give and receive constructive feedback, - reflect upon themselves, compare own and other perception of self, define personal areas of competence with a need for improvement, evaluate their own performance in view of leadership competencies, - use rhetorical and presentation techniques as elements of convincing leadership, - understand communication theories, and master working with the media.
Contents of the module	Introduction to Study Programme, Academic Methods and Presentation Skills Rhetorical Skills, Press Management and Media Communications
Teaching methods of the module	Seminar and exercises
Total workload	150 hours/semester
Language of the module	English
Frequency of the module	Each winter semester

2. Modul: Corporate Management I	
Study programme	MBA Aviation Management
Applicability of the module to other study programmes	MBA Aviation Management
Duration of the module	One semester
Status of the module	Compulsory module
Recommended semester during the study programme	1 st semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Requirements for participation in the module assignment	None
Module assignment	Written exam (120 minutes)
Intended learning outcomes /acquired competencies of the module	<p>Upon successful completion of this Module, students will be able to:</p> <ul style="list-style-type: none"> - apply strategic marketing & sales theories and concepts as part of successful corporate management, - manage the planning and implementation processes of strategic marketing & sales, - differentiate marketing & sales concepts and instruments according to B2C- and B2B-markets, - develop a strategic marketing plan for innovative products, services and business models, - design and build the customer value of a firm, - communicate customer values and to use advertising and public relations for this purpose, - strengthen the sales competency of a firm systematically, - apply contemporary and advanced aspects of the sales management of a firm; especially in relation to personnel selling, sales promotion, direct sales and online sales, - sell in a global marketplace, - recognise ethically relevant situations in marketing & sales and act in a socially responsible manner, - evaluate the importance of successful information systems management as a competitive advantage for the strategic corporate management, - design IT Governance concepts, - demand a leadership role of CIO and IT, - use information systems management and trends of collecting and analysing data for customer relationship management (CRM) and management decision making, - acknowledge and develop opportunities of the new internet based business models.
Contents of the module	Strategic Marketing & Sales Information System Management
Teaching methods of the module	Seminar including international case studies and e-learning
Total workload	150 hours/semester
Language of the module	English
Frequency of the module	Each winter semester

3. Modul: Research Methods and Project Management	
Study programme	MBA Aviation Management
Applicability of the module to other study programmes	MBA Aviation Management
Duration of the module	One semester
Status of the module	Compulsory module
Recommended semester during the study programme	1 st semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Requirements for participation in the module assignment	None
Module assignment	Written exam (120 minutes)
Intended learning outcomes /acquired competencies of the module	<p>Upon successful completion of this module, students shall be able to:</p> <ul style="list-style-type: none"> - identify and manage trade-offs on scope/cost/quality/time of a project, - document and manage changing requirements, - identify, prioritise, mitigate and document project's risks, - constantly monitor project risks as part of project monitoring, - establish work breakdown structure (WBS), time and effort estimates, resource allocation, scheduling etc., - practice in planning using methods and tools (Microsoft project), - develop, execute and maintain a Project Plan, - apply and monitor the concepts of Quality Assurance and Quality control (test plan, test cases, etc.), - acquire the appropriate vocabulary and understanding of statistical terminology, - understand the use of statistics and quantitative methods, and interpret data to be more effective in business planning, forecasting and management, - apply and integrate skills and knowledge acquired via the use of models, formulae, and examples drawn from various applications, - apply critical thinking, problem solving and presentation skills in individual and / or group activities dealing with quantitative methods.
Contents of the module	Project Management Quantitative Research
Teaching methods of the module	Seminar and exercises
Total workload	150 hours/semester
Language of the module	English
Frequency of the module	Each winter semester

4. Modul: Safety Management Systems	
Study programme	MBA Aviation Management
Applicability of the module to other study programmes	MBA Aviation Management
Duration of the module	One semester
Status of the module	Compulsory module
Recommended semester during the study programme	1 st semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Requirements for participation in the module assignment	None
Module assignment	Written assignment (submission period 8 weeks)
Intended learning outcomes /acquired competencies of the module	<p>Upon successful completion of this Module, students will be able to:</p> <ul style="list-style-type: none"> - introduce safety concepts, - recognise and manage hazards, - evaluate safety risks, - appreciate and apply ICAO safety management requirements, understand safety management system (SMS) design, recognise safety and security management as a core leadership task, - understand the principles of the development of strategic plans, - understand the metrics of business efficiency and effectiveness, - recognise the importance of organisation and strategic positioning, - to be aware of the options of strategic choice, - manage strategy implementation, - undertake the evaluation of strategic plans, - work within an international context, - deal with and appreciate multicultural aspects, <p>to be aware of cultures and customs of other countries.</p>
Contents of the module	Safety and Security
Teaching methods of the module	Seminar including online simulation project
Total workload	150 hours/semester
Language of the module	English
Frequency of the module	Each winter semester

5. Modul: Strategic Airline Management	
Study programme	MBA Aviation Management
Applicability of the module to other study programmes	MBA Aviation Management
Duration of the module	One semester
Status of the module	Compulsory module
Recommended semester during the study programme	1 st semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Requirements for participation in the module assignment	None
Module assignment	Written team project (submission period 8 weeks) with presentation (min. 20, max. 30 minutes)
Intended learning outcomes /acquired competencies of the module	<p>Upon successful completion of this Module, students will be able to:</p> <ul style="list-style-type: none"> - use strategic management as key element of successful corporate management, - apply concepts and instruments of strategic business unit management, - carry out external and internal analysis by applying state of the art models and instruments, in order to understand the strategic position of an organisation, - identify relevant business influences and future trends and their implications for the organisation and the market, master different methods for generating and collecting information as a basis for the analysis, - develop competitive strategies, assess options for strategies in terms of their efficiency and effectiveness, - resolve specific strategic problems of the airline industry, - work successfully as a virtual team on an academic topic over distance and a longer period of time.
Contents of the module	Strategic Aviation Management 1 Strategic Airline Management
Teaching methods of the module	Seminar including future workshop, international case studies and teamwork
Total workload	150 hours/semester
Language of the module	English
Frequency of the module	Each winter semester

6. Modul: Corporate Management II	
Study programme	MBA Aviation Management
Applicability of the module to other study programmes	MBA Aviation Management
Duration of the module	One semester
Status of the module	Compulsory module
Recommended semester during the study programme	2 nd semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Requirements for participation in the module assignment	None
Module assignment	Written examination (120 minutes)
Intended learning outcomes /acquired competencies of the module	<p>Upon successful completion of this module, students shall be able to:</p> <ul style="list-style-type: none"> - delineate the concept of management accounting as a sub-system of corporate management and recognise the functions of planning, coordinating and control, - distinguish the instruments of management accounting and the context-specific adoption, - apply methods of cost management in a target-oriented way, - distinguish financial ratios and use them appropriate, - use budgeting instruments effectively, - arrange input for management-oriented reporting, - apply capital budgeting and corporate financing theories, - establish a relationship between corporate strategies and corporate financing strategies.
Contents of the module	Management Accounting Corporate Finance
Teaching methods of the module	Seminar including e-learning
Total workload	150 hours/semester
Language of the module	English
Frequency of the module	Each summer semester

7. Modul: Leadership in a Global Environment	
Study programme	MBA Aviation Management
Applicability of the module to other study programmes	MBA Aviation Management
Duration of the module	One semester
Status of the module	Compulsory module
Recommended semester during the study programme	2 nd semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Requirements for participation in the module assignment	None
Module assignment	Written examination (120 minutes)
Intended learning outcomes /acquired competencies of the module	<p>Upon successful completion of this Module, students shall be able to:</p> <ul style="list-style-type: none"> - develop approaches to enhance team and individual performance, - master determinants of group culture, - understand the importance of communication for leadership, - behave professionally in different leadership situations (staff appraisal, meetings), - reflect typical leadership situations and act appropriately, - develop leadership skills by designing a vision of the future, align the organisation behind that vision and motivate people to achieve the vision,organise personnel development in light of current business trends,place labour law within a corporate framework/context, - master basics on employment contracts and employer-employee relationships, - identify situations in labour law which require special actions, - manage different groups of employees, - reflect upon concepts and tasks of Intercultural Management, - analyse different cultures by using the cultural dimensions of Hofstede and Trompenaars, access and apply various verbal and nonverbal communication methods with cultural sensitivity, - express the requirements of managers and staff working in intercultural environments.
Contents of the module	Talent Management, Leadership and Labor Law Intercultural Management
Teaching methods of the module	Seminar and exercises
Total workload	150 hours/semester
Language of the module	English
Frequency of the module	Each summer semester

8. Modul: Applied Research Project	
Study programme	MBA Aviation Management
Applicability of the module to other study programmes	MBA Aviation Management
Duration of the module	One semester
Status of the module	Compulsory module
Recommended semester during the study programme	2 nd semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Requirements for participation in the module assignment	None
Module assignment	Written Project report (submission period 3 months) with presentation (min.20, max. 30 minutes)
Intended learning outcomes /acquired competencies of the module	<p>Upon successful completion of this module, students shall be able to:</p> <ul style="list-style-type: none"> - apply appropriate consulting approaches, - turn the business consultation process into their own project, - assess their approaches to problem solving regarding opportunities, threats and costs and choose the most target-oriented approach, - form a research team, - assess and develop research objective and research questions, - analyse state of the art academic literature relevant to a chosen research topic in aviation management, - design an appropriate methodology for the specific research project and implement the chosen methods, - evaluate methods, sources, parametric and non-parametric data regarding their quality and relevance to the research question, - evaluate ethical issues relevant to the research methodology, - present their results convincingly. <p>The students master analytical and conceptual thinking, structured working, efficient and effective teamwork and time management for a given applied research project.</p>
Contents of the module	International Research and Consulting Project
Teaching methods of the module	Seminar structure including case study and project
Total workload	150 hours/semester
Language of the module	English
Frequency of the module	Each summer semester

9. Modul: Strategic Air-Traffic Management	
Study programme	MBA Aviation Management
Applicability of the module to other study programmes	MBA Aviation Management
Duration of the module	One semester
Status of the module	Compulsory module
Recommended semester during the study programme	2 nd semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Requirements for participation in the module assignment	None
Module assignment	Written team project (submission period 8 weeks) with presentation (min. 20, max. 30 minutes)
Intended learning outcomes /acquired competencies of the module	<p>Upon successful completion of this Module, students shall be able to:</p> <ul style="list-style-type: none"> - implement strategies on a business unit and group level, - reflect upon development and future trends of the international airport business, - identify relevant implications for the own market and - initiate appropriate actions to resolve strategic problems specific to the airport industry. <p>They have the skills to organise a virtual team successfully, which can work on an academic topic over distance and for longer periods of time.</p>
Contents of the module	Strategic Air-Traffic Management Legal and Regulatory Bases of Aviation Management
Teaching methods of the module	Seminar including international case studies
Total workload	150 hours/semester
Language of the module	English
Frequency of the module	Each summer semester

10. Modul: Management Competencies II	
Study programme	MBA Aviation Management
Applicability of the module to other study programmes	MBA Aviation Management
Duration of the module	Two semesters
Status of the module	Compulsory module
Recommended semester during the study programme	3 rd and 4 th semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Requirements for participation in the module assignment	None
Module assignment	Written assignment (submission period 8 weeks)
Intended learning outcomes /acquired competencies of the module	<p>Upon successful completion of this module, students shall be able to:</p> <ul style="list-style-type: none"> - apply core management and leadership skills (Problem Solving and Decision Making, Planning, Delegation, Basics of Internal and External Communications, Meeting Management, Managing Yourself and Others), - formulate and maintain their own work-life-balance, - effective time – self and stress management techniques, - recognise self-care as basis of a healthy leadership style, - apply appropriate and acceptable networking codes of conduct when building an international network system, - use networking as a leadership instrument in order to realise their vision and objectives, - assess the chances and risks of social networks, - use lobbying instruments effectively, - develop a lobbying strategy.
Contents of the module	Work-Life-Balance and Networking Lobbying and Feedback Seminar
Teaching methods of the module	Seminar and exercises
Total workload	150 hours/semester
Language of the module	English
Frequency of the module	Each winter semester

11. Modul: Logistics	
Study programme	MBA Aviation Management
Applicability of the module to other study programmes	MBA Aviation Management
Duration of the module	One semester
Status of the module	Compulsory module
Recommended semester during the study programme	3 rd semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Requirements for participation in the module assignment	None
Module assignment	Written assignment (submission period 8 weeks)
Intended learning outcomes /acquired competencies of the module	<p>Upon successful completion of this Module, students shall be able to:</p> <ul style="list-style-type: none"> - describe the challenges of operations management, - identify customer satisfaction using different methods, - develop and implement optimization initiatives, - support Collaborative Decision Making-processes, - classify Supply Chain Management processes and components, - apply methods of Supply Chain Management to new tasks, - identify constraints of Supply Chain Management, - analyse specific characteristics related to the aviation industry. <p>They master interdisciplinary teamwork. As this Module takes place at the University of Petroleum and Energy Services in Dehradun, India, students are able to work within an international context. They can deal with and appreciate multicultural aspects.</p> <p>They can communicate their conclusions, and the knowledge and rationale underpinning these conclusions to specialist and non-specialist audiences clearly and unambiguously.</p>
Contents of the module	Operations Management Supply Chain Management
Teaching methods of the module	Seminar including international case studies
Total workload	150 hours/semester
Language of the module	English
Frequency of the module	Each winter semester

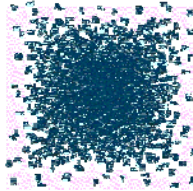
12. Modul: Elective I: Managing Innovation and Technology	
Study programme	MBA Aviation Management
Applicability of the module to other study programmes	MBA Aviation Management
Duration of the module	One semester
Status of the module	Elective module
Recommended semester during the study programme	3 rd semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Requirements for participation in the module assignment	None
Module assignment	Written assignment (submission period 8 weeks)
Intended learning outcomes /acquired competencies of the module	<p>Upon successful completion of this Module, students shall be able to:</p> <ul style="list-style-type: none"> - understand and apply e-marketing-concepts, - transfer marketing-mix-features to the special conditions of the Internet, - determine the suitable methods, strategies and policies for successful e-marketing in various situations, - relate the concepts "innovation", "technology" and "strategy", - develop and implement an innovation and technology strategy, - understand management of innovation and technology as core leadership task, - systematically strengthen the innovation competency of a company, - recognise the innovation challenges of established firms and develop appropriate management activities in order to improve the innovation capabilities of an established firm, - design and build an external innovation network.
Contents of the module	E-Marketing/E-Sales Innovation and Technology Management
Teaching methods of the module	Seminar including e-learning
Total workload	150 hours/semester
Language of the module	English
Frequency of the module	Each winter semester

13. Modul: Elective II: Managing Change and Crisis	
Study programme	MBA Aviation Management
Applicability of the module to other study programmes	MBA Aviation Management
Duration of the module	One semester
Status of the module	Elective module
Recommended semester during the study programme	3 rd semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Requirements for participation in the module assignment	None
Module assignment	Written assignment (submission period 8 weeks)
Intended learning outcomes /acquired competencies of the module	<p>Upon successful completion of this Module, students shall be able to:</p> <ul style="list-style-type: none"> - to identify early stages of a crisis, - analyse crises situations, - evaluate counteractive measures to attenuate or overcome crises, - propose own strategies to overcome a crisis, - apply methods and techniques of Change Management, - restructure business processes, - identify factors hindering Change Management, - understand crisis and change management as leadership challenges.
Contents of the module	Crisis Management Change Management
Teaching methods of the module	Seminar including e-learning
Total workload	150 hours/semester
Language of the module	English
Frequency of the module	Each winter semester

14. Modul: Economic and Environmental Basis	
Study programme	MBA Aviation Management
Applicability of the module to other study programmes	MBA Aviation Management
Duration of the module	One semester
Status of the module	Compulsory module
Recommended semester during the study programme	3 rd semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Requirements for participation in the module assignment	None
Module assignment	Written assignment (submission period 8 weeks)
Intended learning outcomes /acquired competencies of the module	<p>Upon successful completion of this Module, students shall be able to:</p> <ul style="list-style-type: none"> - Expound on facts related to the applied analysis of spatial economics and spatial structures, - analyse spatial dimensions of economic structures and patterns of demand, - make decisions about infrastructure planning in the aviation industry, - devise problem-solving strategies for spatial development, - define the requirements for a sustainability strategy, - explain the influence of the environment related regulatory framework on the organisation of the aviation industry, - evaluate the impact of air traffic on the environment, - understand measures available to reduce negative impacts on the environment as leadership task . <p>The students master thinking from different stakeholders' points of views.</p>
Contents of the module	Applied Regional Analysis and Spatial Economics Sustainable Aviation Management
Teaching methods of the module	Seminar including international case studies
Total workload	150 hours/semester
Language of the module	English
Frequency of the module	Each winter semester

15. Modul: Strategic Airport Management	
Study programme	MBA Aviation Management
Applicability of the module to other study programmes	MBA Aviation Management
Duration of the module	One semester
Status of the module	Compulsory module
Recommended semester during the study programme	3 rd semester
Credit points (Cp) of the module	5
Prerequisites for module participation	None
Requirements for participation in the module assignment	None
Module assignment	Written team Project (submission period 8 weeks) with presentation (min. 20, max. 30 minutes)
Intended learning outcomes /acquired competencies of the module	<p>Students shall be able to:</p> <ul style="list-style-type: none"> - expound upon and describe facts on development of the international Air Traffic Control Systems, - formulate statements on future market development, - develop a strategic action plan, - analyse European ATC projects and their implications on the aviation industry as a whole - define security requirements, - discuss the effectiveness of emergency plans.
Contents of the module	Strategic Airport Management Strategic Aviation Management 2
Teaching methods of the module	Seminar including international case studies and teamwork
Total workload	150 hours/semester
Language of the module	English
Frequency of the module	Each winter semester

16. Modul: Master-Thesis	
Study programme	MBA Aviation Management
Applicability of the module to other study programmes	MBA Aviation Management
Duration of the module	One semester
Status of the module	Compulsory module
Recommended semester during the study programme	4 th semester
Credit points (Cp) of the module	20
Prerequisites for module participation	At the minimum 55 Credits
Requirements for participation in the module assignment	At the minimum 55 Credits
Module assignment	Written Master-Thesis (working time 6 months) with Colloquium (30-45 minutes)
Intended learning outcomes /acquired competencies of the module	By completing the supervised Master-Thesis the student proves her/his ability to apply scientific methods within a determined period of time. Furthermore, the student demonstrates her/his ability to solve problems in the area of study as well as in unknown environments on the basis of the expanded and specialised knowledge gained through the studies.
Contents of the module	
Teaching methods of the module	
Total workload	600 hours/semester
Language of the module	English
Frequency of the module	Each semester



Diploma Supplement

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

1. HOLDER OF THE QUALIFICATION

1.1 Family name / 1.2 First name

<Name, Vorname>

1.3 Date, Place, Country of Birth

<TT Monat Langtext, englisch, JJJJ>, <Geburtsort, Geb.-Land>

1.4 Student ID Number or Code

<Matrikelnr>

2. QUALIFICATION

2.1 Name of Qualification / Title conferred (full, abbreviated; in original language)

Master of Business Administration in Aviation Management (MBA)

2.2 Main Field(s) of Study

MBA Aviation Management

2.3 Institution Awarding the Qualification (in original language)

Fachhochschule Frankfurt am Main - University of Applied Sciences
Fachbereich 3: Wirtschaft und Recht - Faculty 3: Business and Law

Status (Type / Control)

University of Applied Sciences / State Institution

2.4 Institution Administering Studies (in original language)

(same)

Status (Type / Control)

(same)

2.5 Language(s) of Instruction/Examination

English

3. LEVEL OF THE QUALIFICATION

3.1 Level

Second degree (2 years) by research with Master Thesis

3.2 Official Length of Programme

2 years, 90 credits (ECTS)

3.3 Access Requirements

Letter of Application, Diploma or first Bachelor Degree with at least 210 credits (ECTS) or first Bachelor Degree with at least 180 credits (ECTS) supplemented by certificates with at least 30 credits (ECTS) or Foreign Equivalent with at least 180 credits (ECTS), at least three years of professional experience, about that two years in the aviation industry, TOEFL 90 points or IELTS band 6.5 or Cambridge Advanced Certificate, Graduate Admission Test 550 points

4. CONTENTS AND RESULTS GAINED

4.1 Mode of Study

part-time

4.2 Programme Requirements/ Qualification Profile of the Graduate

The MBA in Aviation Management is designed to prepare professionals for challenging and demanding management positions in the aviation industry. The students will acquire competences in the area of general management and leadership as well as aviation management and applied research.

After successful completion of the study program students are able to

- be aware of all relevant corporate functions, their interdependence and their importance for a successful management of a company;
- apply their broad knowledge on strategic challenges in the aviation industry and develop own and new ideas to solve typical problems of an aviation company in a quick changing environment,
- lead people in an national and international context, manage themselves in an authentic and healthy way and communicate effectively internally and externally,
- take decision with incomplete or limited information, while always reflecting on social and ethical responsibilities,
- apply research methodology in order to find solutions to demanding research questions from the aviation industry,
- master their own learning skills in a way that will prepare them to follow life-long the technological and academic development; they will be at the vanguard in implementing new methods and technology,
- work effectively in international teams. They work together in a respectful way and tolerate different opinions. They know about the importance of safety and security and the necessity of a sustainable management of the environment.

The study concept has as a starting point the individual definition of learning targets regarding knowledge, skills and personal values based on a 360° feedback. Students apply and extend their knowhow and skills by using different didactic methods e.g. teamwork, expert lectures, online/ offline self-study phases, work practice, role play, presentations and research papers. Management Mentors will support their personal and leadership development.

4.3 Programme details

See "Transcript of records" for list of courses and grades, and "Prüfungszeugnis" (Final Examination Certificate) for subjects offered in final examinations (written and oral), and topic of thesis, including evaluations.

4.4 Grading Scheme

General grading scheme cf. Sec. 8.6 – In addition institutions already use the ECTS grading scheme which operates with the levels A (best 10%), B (next 25%), C (next 30%), D (next 25%), E (next 10%).

4.5 Overall Classification (in original language)

Gesamtnote <Note als Zahl mit einer Nachkommastelle>, <Note als Langtext>

Based on the accumulation of grades received during the study programme and the final thesis.

cf. Prüfungszeugnis (Final Examination Certificate)

5. FUNCTION OF THE QUALIFICATION

5.1 Access to Further Study

Qualifies to apply for admission for Ph.D. (doctorate)

5.2 Professional Status

The graduates are well equipped to take positions:

- in corporate management as leaders of functional business units and strategic business units in aviation companies as managers,
- in management consultancies,
- in government agencies at the regional or national level.

The final position could be that of a CEO, head of division or business unit, project executive, or senior consultant.

6. ADDITIONAL INFORMATION

6.1 Additional Information

The programme is taught in English.

Two units of the module "Safety Management Systems" will be taught by lecturers of Griffith University, Brisbane, Australia at their Nathan campus. The module "Logistics" will be taught at the University of Petroleum and Energy Services, Dehradun, India.

6.2 Further information sources

On the institution: www.fh-frankfurt.de

On the programme: http://www.fh-frankfurt.de/de/fachbereiche/fb3/studiengaenge/aviation_management.html

For national information sources cf. Sect. 8.8

7. CERTIFICATION

This Diploma Supplement refers to the following documents:

Urkunde über die Verleihung des < Master> -Grades vom <DATE>

Prüfungszeugnis vom <DATE>

Transcript of records vom <DATE>

(Official Stamp/ seal)

Certification Date: <DATE>

Chairperson Examination Committee

as directing, production, writing in theatre, film, and other media; and in a variety of design areas, architecture, media and communication.

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

8.2 Types of Programmes and Degrees Awarded

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

Within the framework of the Bologna-Process one-tier study programmes are successively being replaced by a two-tier study system. Since 1998, a scheme of first- and second-level degree programmes (Bachelor and Master) has been introduced to be offered parallel to or instead of integrated "long" programmes. These programmes are designed to provide enlarged variety and flexibility to students in planning and pursuing educational objectives, they also enhance international compatibility of studies.

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

8.3 Approval/Accreditation of Programmes and Degrees

To ensure quality and comparability of qualifications, the organisation of studies and general degree requirements have to conform to principles and regulations established by the Standing Conference of the Ministers of Education and Cultural Affairs of the *Länder* in the Federal Republic of Germany (KMK).³ In 1999, a system of accreditation for programmes of study became operational under the control of an Accreditation Council at national level. All new programmes have to be accredited under this scheme; after a successful accreditation they receive the quality-label of the Accreditation Council.⁴

8. NATIONAL HIGHER EDUCATION SYSTEM

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

8. INFORMATION ON THE GERMAN HIGHER EDUCATION SYSTEM¹

8.1 Types of Institutions and Institutional Status

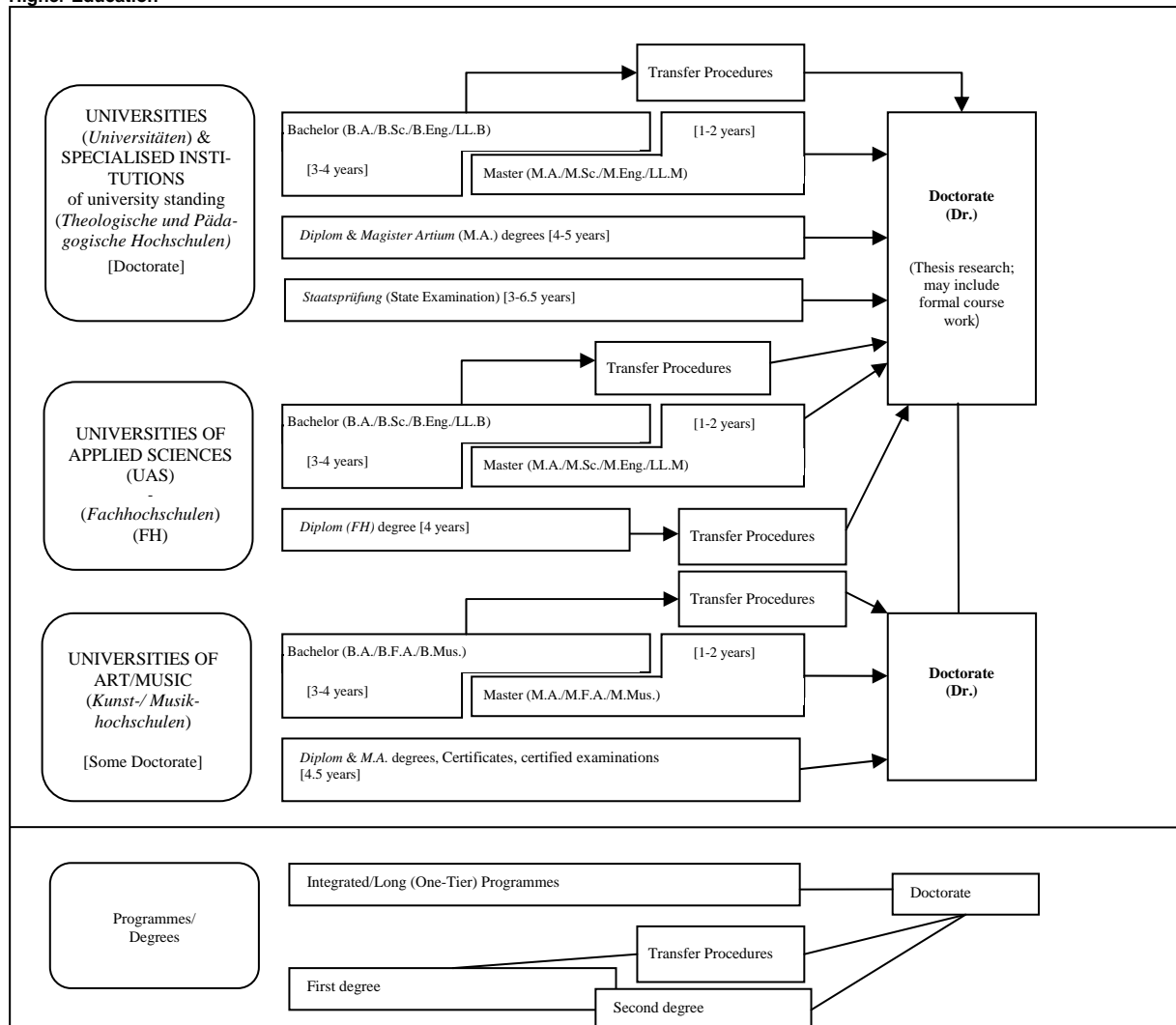
Higher education (HE) studies in Germany are offered at three types of Higher Education Institutions (HEI).²

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

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

- *Kunst- und Musikhochschulen* (Universities of Art/Music) offer studies for artistic careers in fine arts, performing arts and music; in such fields

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



8.4 Organisation and Structure of Studies

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

8.4.1 Bachelor

Bachelor degree study programmes lay the academic foundations, provide methodological skills and lead to qualifications related to the professional field. The Bachelor degree is awarded after 3 to 4 years. The Bachelor degree programme includes a thesis requirement. Study courses leading to the Bachelor degree must be accredited according to the Law establishing a Foundation for the Accreditation of Study Programmes in Germany.⁵

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

8.4.2 Master

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

The Master degree study programme includes a thesis requirement. Study programmes leading to the Master degree must be accredited according to the Law establishing a Foundation for the Accreditation of Study Programmes in Germany.⁶

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

8.4.3 Integrated "Long" Programmes (One-Tier): Diplom degrees, Magister Artium, Staatsprüfung

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

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

The three qualifications (*Diplom*, *Magister Artium* and *Staatsprüfung*) are academically equivalent. They qualify to apply for admission to doctoral studies. Further prerequisites for admission may be defined by the Higher Education Institution, cf. Sec. 8.5.

- Integrated studies at *Fachhochschulen (FH)*/Universities of Applied Sciences (UAS) last 4 years and lead to a *Diplom (FH)* degree. While the *FH/UAS* are non-doctorate granting institutions, qualified graduates may apply for admission to doctoral studies at doctorate-granting institutions, cf. Sec. 8.5.

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

8.5 Doctorate

Universities as well as specialised institutions of university standing and some Universities of Art/Music are doctorate-granting institutions. Formal prerequisite for admission to doctoral work is a qualified Master (UAS and U), a *Magister* degree, a *Diplom*, a *Staatsprüfung*, or a foreign equivalent. Particularly qualified holders of a Bachelor or a *Diplom (FH)* degree may also be admitted to doctoral studies without acquisition of a further degree by means of a procedure to determine their aptitude. The universities and/or the doctorate-granting institutions regulate entry to a doctorate as well as the structure of the procedure to determine aptitude. Admission further requires the acceptance of the Dissertation research project by a professor as a supervisor.

8.6 Grading Scheme

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

In addition institutions partly already use an ECTS grading scheme.

8.7 Access to Higher Education

The General Higher Education Entrance Qualification (*Allgemeine Hochschulreife, Abitur*) after 12 to 13 years of schooling allows for admission to all higher educational studies. Specialised variants (*Fachgebundene Hochschulreife*) allow for admission to particular disciplines. Access to *Fachhochschulen* (UAS) is also possible with a *Fachhochschulreife*, which can usually be acquired after 12 years of schooling. Admission to Universities of Art/Music may be based on other or require additional evidence demonstrating individual aptitude.

Higher Education Institutions may in [certain cases](#) apply additional admission procedures.

8.8 National Sources of Information

- Kultusministerkonferenz (KMK) [Standing Conference of the Ministers of Education and Cultural Affairs of the *Länder* in the Federal Republic of Germany]; Lennéstrasse 6, D-53113 Bonn; Fax: +49[0]228/501-229; Phone: +49[0]228/501-0
- Central Office for Foreign Education (ZaB) as German NARIC; www.kmk.org; E-Mail: zab@kmk.org
- "Documentation and Educational Information Service" as German EURYDICE-Unit, providing the national dossier on the education system (<http://www.kmk.org/dokumentation/zusammenarbeit-auf-europaeischer-ebene-im-eurydice-informationsnetz.html>); E-Mail: eurydice@kmk.org
- Hochschulrektorenkonferenz (HRK) [German Rectors' Conference]; Ahrstrasse 39, D-53175 Bonn; Fax: +49[0]228/887-110; Phone: +49[0]228/887-0; www.hrk.de; E-Mail: sekr@hrk.de
- "Higher Education Compass" of the German Rectors' Conference features comprehensive information on institutions, programmes of study, etc. (www.higher-education-compass.de)

¹ The information covers only aspects directly relevant to purposes of the Diploma Supplement. All information as of 1 July 2010.

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

³ Common structural guidelines of the *Länder* as set out in Article 9 Clause 2 of the Framework Act for Higher Education (HRG) for the accreditation of Bachelor's and Master's study courses (Resolution of the Standing Conference of the Ministers of Education and Cultural Affairs of the *Länder* in the Federal Republic of Germany of 10 Oct 2003, as amended on 21 Apr 2005).

⁴ "Law establishing a Foundation 'Foundation for the Accreditation of Study Programmes in Germany'", entered into force as from 26. Feb 2005, GV. NRW. 2005, nr. 5, p. 45 in connection with the Declaration of the *Länder* to the Foundation "Foundation for the Accreditation of Study Programmes in Germany" (Resolution of the Standing Conference of the Ministers of Education and Cultural Affairs of the *Länder* in the Federal Republic of Germany of 16 Dec 2004).

⁵ See note No. 4.

⁶ See note No. 4.