

Programme and Examination Regulations

for the

Master's Programme in

International Procurement Cooperation

at Helmut Schmidt University / University of the Federal Armed Forces

(SPO IPC)

leading to the degree of Master of Public Administration (MPA)

Based on Section 112, Paragraph 1 and Paragraph 3, Sentence 1, of the Hamburg Higher Education Act (HmbHG) as of 18 July 2001 (Hamburg Law Gazette, HmbGVBl., p. 171), as amended, in connection with the Notification of Transfer issued by the Hamburg Departmental Authority of Science and Research on 23 October 1978, revised edition of 5 July 2007, Helmut Schmidt University / University of the Armed Forces Hamburg issues the following Amendment of the Programme and Examination Regulations for the Master's Programme in International Procurement Cooperation at the Faculty of Economics and Social Sciences adopted by the Faculty Council of the Faculty of Economics and Social Sciences on #, approved by the Academic Senate on #, approved by the Hamburg Ministry for Science, Research and Equality on #, and by the Federal Ministry of Defence on # and published in the University Gazette No. # on #.

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Section 1 Scope

¹These Programme and Examination Regulations govern the processes and procedures of the courses and examinations of the Master's Programme in International Procurement Cooperation (IPC). ²The Master's programme is offered by the Faculty of Economics and Social Sciences (hereafter referred to as the "Faculty") at Helmut Schmidt University / University of the Federal Armed Forces Hamburg (hereafter referred to as the "University").

Section 2 Programme Objective and Academic Degree

- (1) ¹The Master's Programme in International Procurement Cooperation (IPC) (hereafter referred to as the "Programme") is aimed at members of European ministries and subordinate authorities who are expected to take on leadership roles in ministerial functions or in European or international procurement projects. ²The programme is intended to impart knowledge and skills which will enable students to apply modern, interdisciplinary and academically sound leadership methods and theories in practical leadership. ³Students will also develop a comprehensive understanding of the methodologies of economic and legal sciences which were not the focus of the study programmes previously completed. ⁴The aim of the programme is to equip leadership personnel with intercultural and interdisciplinary skills and an excellent understanding of the challenges of international and European procurement. ⁵Moreover, it prepares students for their professional practice and trains them to think and work in an academic manner.
- (2) Students who pass the Master's degree examination will be awarded the degree of Master of Public Administration (MPA).

Section 3 Programme Implementation

- (1) ¹The University's Faculty of Economics and Social Sciences will have academic responsibility for the programme. ²This especially includes responsibility for programme quality assurance.
- (2) ¹The Centre for Postgraduate Education (ZWW) will be responsible for the organisational support of the programme. ²This includes assisting with quality assurance and ensuring coordination with other University institutions.
- (3) Course teaching and supervision will be carried out within the scope of teaching assignments in accordance with the University's regulations governing postgraduate education.

Section 4

Programme Content, Duration and Structure

- (1) ¹The programme will be interdisciplinary and transdisciplinary in nature and combines courses in business administration and law as well as administrative, economic and social sciences. ²On the basis of these elements, students will acquire skills for scientific analysis, reflection and organisation of procurement projects. ³The unique feature of the programme is the utilisation of these transdisciplinary scientific elements for the specific needs of senior managers of international procurement projects. ⁴The programme offers two different tracks, which the students pursue depending on their first higher-education degree qualifying them for a profession (see Annex 1). ⁵Students with a law degree will pursue the economics track (OEC); students with an economics degree will pursue the law track (JUR). ⁶The Examination Committee will assign students with a degree other than in law or economics to one of the two tracks in due consideration of the subject of any degrees already acquired and in consultation with the candidates.
- (2) ¹The programme will be modular in structure and carry a total of 60 credits. ²The standard period of study will be two years. ³The programme is designed so that it can be pursued part-time.
- (3) ¹The courses will be taught in German or English. ²Details of the modules offered, the language of instruction and the admission criteria as well as the type, duration and weighting of the module examinations are provided in Annex 1 to these regulations. ³Further information on programme content and structure is provided in the module handbook as amended.

Section 5

Programme Admission

- (1) ¹The programme is open to applicants who can demonstrate that they have
1. achieved 240 ECTS credits for completion of one or more programmes at a German or foreign institute of higher education,
 2. at least two years of professional experience, including at least one year with leadership responsibility, after obtaining a higher-education degree qualifying them to enter a profession and
 3. sufficient knowledge of the English language to successfully complete the programme and the examinations.

²A Standardised Language Profile (SLP) of 3332 as certified by the Federal Office of Languages, or an equivalent document certifying proficiency of a standard corresponding to the Common European Framework of Reference for Languages Level C1, will be accepted as proof of English language ability in accordance with Sentence 1, No. 3 of this paragraph. ³Applicants whose first language is English will be exempt from this

requirement. ⁴Admission will not be granted in cases where a student, while previously pursuing the same programme or a complementary subject (JUR or OEC), has failed an examination prescribed by the examination regulations at the final attempt or is no longer eligible to take the examination. ⁵The same applies if a student has failed an examination at the final attempt in another programme if that examination is prescribed by these Programme and Examination Regulations; compulsory elective examinations will not be taken into consideration in this context.

- (2) ¹In addition to documents demonstrating that the candidate meets the admission criteria as defined in Paragraph 1, Sentence 1, the application for admission must be accompanied by a letter of motivation and a declaration of preparedness to pay the fees set for this programme. ²The University's student secretariat will verify that the applicant meets the admission criteria; in cases of doubt, the Examination Committee will decide.
- (3) ¹Notwithstanding Paragraph 1, Sentence 1, No. 1, admission may also be granted to students who earned at least 210 ECTS credits while obtaining a higher-education degree qualifying them to enter a profession and who can compensate the difference to the required 240 ECTS credits by providing evidence of further knowledge or skills which are acquired by completing those modules listed in Annex 2 that the Examination Committee specifies on a case-by-case basis in due consideration of the first higher-education degree qualifying for a profession. ²Applicants who at the time of applying for admission are unable to provide evidence of such other knowledge or skills to the full extent required but who can provide evidence of having acquired at least 225 ECTS credits, may be provisionally admitted unless all available places have already been filled in accordance with Paragraph 4, Sentence 2. ³Such provisional admission will expire after six months (regular end of the foundational phase) unless evidence of having acquired the full 240 ECTS credits is provided by then. ⁴No further rights will arise from provisional admission. ⁵A certificate of successfully completed bridging modules will be issued.
- (4) ¹Only a limited number of places are available on the programme. ²If the number of applications that meet the admission criteria as described in Paragraph 1 – in conjunction with Paragraph 3, Sentence 1, if applicable – exceeds the number of places available on the programme, a selection procedure will take place. ³In this case, applicants who meet the admission requirements without recourse to the exemptions specified in Paragraph 3 will be preferred. ⁴Beyond this, the Examination Committee will base its decision in the selection procedure on the suitability and motivation of the applicants while taking into account the grades achieved in their higher-education entrance qualification, their first higher-education degree qualifying them to enter a profession, their professional experience and academic work in one of the areas covered by the programme, and on their relevant academic achievements. ⁵Full particulars are set out in a selection regulation.
- (5) ¹If the number of applications that only meet the criteria for provisional admission as described in Paragraph 3, Sentence 2 exceeds the number of places left on the

programme, the decision on provisional admission will be made primarily on the basis of the number of confirmed ECTS credits (in descending order). ²Where two or more applicants have the same number of confirmed credits, a selection procedure as outlined in Paragraph 4 will take place.

- (6) ¹Applicants who are not admitted to the programme will be notified in writing; this notification will also include information on how to appeal. ²The Appeals Committee will decide on appeals against this decision in accordance with Section 7, Paragraph 10 of the General Examination Regulations for Bachelor's and Master's Programmes at Helmut Schmidt University / University of the Federal Armed Forces Hamburg.

Section 6 Modules and Credits

- (1) ¹The curriculum will be divided into modules. ²Modules combine areas of teaching and learning into units that are defined in terms of topic and duration, impart certain skills and, as a general rule, end with an examination (module examination). ³Modules usually consist of several coordinated courses held over one trimester or up to three consecutive trimesters. ⁴Some of these courses require physical attendance.
- (2) ¹The credits for each module represent the student workload. ²Credits are calculated on the basis that one credit corresponds to a workload of 25 hours. ³The number of credits for one module is based on the number of working hours that are required on average for course attendance, preparatory and follow-up work, practical elements and examinations. ⁴The number of credits for a module can only be awarded in full and only after successful completion of the module by passing the required examination.

Section 7 Examination Committee

- (1) ¹The Examination Committee for postgraduate programmes of the Faculty will be responsible for the programme. ²The Examination Committee will be responsible for deciding on admissions to the programme, for organising examinations and for ensuring compliance with the provisions of these regulations but not for the assessment of examinations. ³The Examination Committee will receive administrative support from the University's Examination Office in organising examinations. ⁴The examination records will be kept by the University's Examination Office.
- (2) ¹The Examination Committee will consist of
1. three professors who are members of the University and who teach postgraduate courses at the Faculty of Economics and Social Sciences,
 2. two students pursuing postgraduate studies at the Faculty of Economics and Social Sciences.

²Committee members as defined in Sentence 1, No. 1 of this paragraph will serve for a term of two years, the members as defined in Sentence 1, No. 2 for one year. ³The

Faculty Council of the Faculty of Economics and Social Sciences will elect the committee members and their deputies. ⁴The Faculty Council will elect the chairperson and vice chairperson from the committee members as defined in Sentence 1, No. 1 of this paragraph.

- (3) ¹The Examination Committee will regularly report to the Faculty Council on the development of examinations and periods of study and will provide suggestions on further development of the programme and the examination regulations. ²The Examination Committee may delegate certain tasks and powers to its chairperson. ³This does not apply to decisions in accordance with Section 7, Paragraph 7 and Section 17, with the exception of cases in which the allegations have been admitted.
- (4) ¹Meetings of the Examination Committee will be open to members of the University. ²Matters concerning individual examinations will be dealt with in closed session. ³The Examination Committee will decide by a simple majority of votes cast at the meeting. ⁴Abstention from voting on examination matters is not permitted. ⁵In the event of a tie in votes, the chairperson or their deputy will have the deciding vote.
- (5) ¹Committee members will be entitled to be present during examinations that fall within the remit of the Examination Committee. ²They will be bound to confidentiality with regard to individual examination matters.
- (6) ¹Notification of decisions that may infringe the rights of a student must be made in writing, state the reasons for the decision, and provide information on how to appeal. ²Before a decision is taken, the student must be given the opportunity to make a statement.
- (7) ¹In the case of an appeal against a decision by the Examination Committee, the Committee will reconsider the matter. ²Where the Examination Committee fails to resolve or fully resolve the appeal, the Appeals Committee will decide in accordance with Section 7, Paragraph 10 of the General Examination Regulations for Bachelor's and Master's Programmes at Helmut Schmidt University / University of the Federal Armed Forces Hamburg.

Section 8 Examiners and Assessors

- (1) ¹Examiners are regular academic staff who teach the examination subject at the University. ²A teaching assignment entails authorisation to conduct examinations for the particular module. ³In cases where examinations cannot be conducted by regular academic staff and no teaching assignment has been allocated, other examiners holding doctoral degrees or comparable qualifications in the examination subject may be appointed. ⁴They will be appointed by the Examination Committee. ⁵Their nomination will be announced two weeks prior to the relevant examination.
- (2) ¹University professors and habilitated lecturers are authorised to conduct all examinations in their discipline. ²Other regular members of the academic staff and visiting lecturers may

only conduct examinations for the module in which they offer courses.

- (3) ¹Assessors for the associated oral examinations will be nominated by the examiners. ²To be nominated, an assessor must at least possess the qualifications that are to be determined in the examination or comparable qualifications.
- (4) ¹Examiners are autonomous and not bound by directives when it comes to their examination activities. ²Section 7, Paragraph 5, Sentence 2 will apply to examiners and assessors.

Section 9 **Recognition of Prior Periods of Study and Credit Transfer**

- (1) Recognition of prior periods of study and transfer of credits obtained in a degree programme at another institute of higher education or in other programmes at the University will be granted if there are no fundamental differences between the knowledge and skills already acquired and those to be acquired in this programme.
- (2) ¹Recognition of prior periods of study and transfer of credits obtained at a foreign institute of higher education that is not covered by the Lisbon Recognition Convention will be subject to compliance with the equivalence agreements approved by the Conference of Ministers of Education and Cultural Affairs and the University Rectors' Conference as well as with arrangements made in the context of cooperation agreements between the University and other institutes of higher education. ²Where no such agreements have been concluded and where there are doubts about equivalence, the Central Office for Foreign Education should be consulted.
- (3) Up to 30 ECTS credits may be awarded for knowledge or skills acquired and certified other than through studies at an institute of higher education, provided said knowledge or skills are of an equivalent standard to those acquired in the course of the programme and required for its successful completion.
- (4) ¹In cases where credit transfer is granted, grades will also be transferred – if the grade systems are comparable – and included in the calculation of the final grade. ²Where grading systems are not comparable, the remark "passed" will be added. ³Credit transfers and recognised prior periods of study will always be indicated as such.
- (5) ¹At the request of the student and after hearing the responsible subject representative, the Examination Committee will decide whether credit transfers and recognition of prior periods of study should be granted. ²The required documents should be included with the request for credit transfer and recognition of prior periods of study. ³Conditions may apply for credit transfers and recognition of prior periods of study.
- (6) The preceding paragraphs will apply mutatis mutandis to the recognition of further knowledge and skills for admission to the programme (Section 5, Paragraph 3, Sentence 1).

Section 10 Admission to Module Examinations

- (1) ¹Only those students will be admitted to module examinations who
1. have enrolled for the programme,
 2. meet the requirements for admission to the particular module (see Annex 1),
 3. meet the requirements for admission to the module examination (see Annex 1) and who,
 4. in writing or any other form determined by the Examination Committee, have sent a request for admission to the module examination to the Examination Office by the deadline set by the Examination Committee.

²In cases where students fail to apply for admission to a module examination in accordance with No. 4, they will still be admitted to the forthcoming examinations in their chosen module if they meet the criteria specified in Nos. 1 to 3. ³Students may withdraw from a module by notifying the Examination Office by letter or email by the first Friday after the start of the module.

- (2) ¹Unless the documents required for admission as specified in Paragraph 1 have been submitted at an earlier stage, they must be enclosed with the request or submitted by the deadline set by the Examination Committee. ²The Examination Office will ensure that students do not exceed the permitted number of retake examinations.
- (3) ¹If the module overview contained in the Annex to these regulations states that a module requires physical attendance, regular attendance of the required classes will be a requirement for admission to the module examination. ²Regular attendance means that a student has been absent for no more than a third of the sessions in which physical attendance is required. ³In the case of a longer absence due to circumstances beyond the student's control, the student may be admitted to the examination under certain conditions. ⁴A satisfactory explanation for the absence must be provided to the responsible lecturer and, in the case of absence due to illness, a medical certificate must be submitted as stipulated in Section 16, Paragraph 2, Sentence 2. ⁵The conditions will be determined by the lecturer responsible for teaching the course that was missed and must be reasonable and appropriate to document that the student caught up on the subject material missed.
- (4) ¹The Examination Committee will decide whether the student should be admitted to the examination. ²The Examination Committee may assign this task to the Examination Office. ³In cases of doubt, the decision will rest with the Examination Committee.

Section 11 Module Examinations

- (1) Module examinations may take the form of a final examination or consist of several examinations combined into a module examination.

- (2) Where more than one type of examination is listed in the Annex, the actual examination type that students will have to take will be announced no later than the first session of the particular course.
- (3) Initial examinations will generally be held during the programme or within eight weeks of completing the module courses as directed by the examiners.
- (4) Module examinations must be assessed no later than eight weeks after completion of the examination; Section 13, Paragraph 8 will remain unaffected.
- (5) ¹Students who have been admitted to a module examination are obliged to take this examination. ²At the written request of the student, the examiner may conduct the examination in a language other than English or German.
- (6) ¹Appropriate notification of the examination must be provided at least two weeks before the examination date unless this date is agreed on an individual basis. ²In the case of retake examinations, notification of the results of the previous examination must be provided no later than two weeks before the date of the retake examination. ³Before retaking an examination, the student must be allowed sufficient time to view the examination script.

Section 12 Examination Types

- (1) ¹Written, supervised examinations involve set tasks to be completed by the student independently and only using the resources permitted by the examiner. They may also take the form of multiple-choice examinations. ²In the case of written multiple-choice examinations, the University's regulations on multiple-choice examinations must be observed. ³The length of time allowed to complete written examinations ranges from 30 to 180 minutes; it must be specified in the Annex to these regulations and in the module handbook.
- (2) ¹Seminar papers and written assignments are written work discussing an academic problem or subject agreed between lecturers and students, which must be completed within a certain time. ²Essays, annotated bibliographies, etc. are special types of assignment.³They may serve as part of a module examination or as final module examinations. ⁴The lecturers will determine the time allowed to complete these assignments.

- (3) ¹Oral examinations will be carried out by two examiners or by one examiner in the presence of one competent assessor. ²Oral examinations may be conducted individually or in groups of up to four students. ³Oral examinations will last 15 to 45 minutes per examinee. ⁴The assessor's assessment must be heard before grades are awarded. ⁵The main topics and results of the examination must be documented in a record to be signed by the examiners and the assessors. ⁶Where space permits, oral examinations will be open to members of the University. ⁷At the request of the examinee, the examination may be held in private.
- (4) ¹Disputation, i.e. an oral defence, is an academic debate in which the candidate must prove their ability to argue a case and to exercise judgement. ²It starts with a short presentation by the examinee in which they describe the hypotheses, findings and conclusions of their paper. ³This is followed either by a discussion with the examiners in which the examinee "defends" their paper or by an oral examination (colloquium). ⁴Paragraph 3 will apply accordingly.
- (5) ¹A presentation is a talk on a topic that has been agreed between lecturers and students as part of the course (course examination) or the overall module (module examination). ²If an extended written version of the presentation is required in the form of a paper, the presentation and the paper will form the basis of the overall examination grade.
- (6) ¹A project report comprises the oral and written presentation of the results of a complex assignment involving problem solving. ²The controlled observation or examination and documentation of an academic or scientific process forms the basis of a report. ³The written account must be accompanied by a portfolio. ⁴The portfolio must contain different documents that have been gathered, organised systematically and annotated by the students and which reflect the learning process, learning performance and learning success of the students in the context of a course or module. ⁵Such documents may include, for example, descriptions of completed assignments, lecture records, learning or experience journals and presentations etc. ⁶The portfolio should comprise 10-20 pages. ⁷The lecturers will specify further criteria for preparing the portfolio.
- (7) ¹With the exception of written examinations, all written work such as papers must also be submitted in an anonymised electronic format in order to permit the use of plagiarism detection software. ²Section 13, Paragraph, 6, Sentences 3-6 will apply accordingly.
- (8) ¹With the consent of the examiner, examinations other than final theses (Section 13) may take the form of group work of up to four examinees; final theses may take the form of group work of two examinees. ²In such cases, it must be ensured that each individual student's contribution that is to be assessed as part of the examination is clearly distinguishable and assessable on the basis of indicated sections, page numbers and other objective criteria allowing individual performance to be attributed to the respective student.

- (9) ¹Where an examinee can satisfactorily demonstrate that they are unable to complete their examinations in the intended format or within the time allowed because of prolonged or chronic illness or permanent physical disability, the Examination Committee may, at the examinee's request, allow them more time to complete the examinations or to take examinations of an equivalent standard in an appropriate format. ²The same applies to study credits. ³The examinee may be asked to provide appropriate evidence in accordance with Section 16, Paragraph 2.

Section 13 Master's Thesis

- (1) ¹By successfully tackling an extensive academic problem (Master's thesis), students demonstrate their technical and methodological skills, power of judgement and ability to independently plan and conduct an academic project using academic methods within a specified timeframe.
- (2) ¹The Master's thesis module comprises the final thesis (to be completed within four months) and the disputation and carries 15 credits. ²The Master's thesis should comprise a minimum of 60 pages (without annexes and indices) per examinee. ³The assessment of the disputation will be limited to a "pass" or "fail" decision. ⁴To be admitted to the Master's thesis module, students are required to have achieved at least 40 ECTS credits.
- (3) ¹The final thesis will be supervised by a professor or habilitated lecturer who has been approved as an examiner in accordance with Section 8, Paragraph 1. ²The student may propose a supervisor. ³Wherever possible and reasonable, the student's proposal must be accepted.
- (4) ¹The supervisor will assign the topic of the final thesis. ²The student may propose the topic. ³The Examination Office will record the date of assignment and the topic. ⁴With the consent of the supervisor, the student may reject the topic once during the first third of the time allocated to complete the thesis if completion is not possible for reasons beyond the student's control. ⁵In this case, a new topic will be assigned without delay. ⁶In cases of doubt, the chairperson of the responsible Examination Committee will decide. ⁷At the student's request, the chairperson of the Examination Committee will ensure that the student is assigned a supervisor and a topic for the final thesis in good time.
- (5) ¹Final theses may be submitted in German or in English. ²Upon request, the Examination Committee may permit the thesis to be written in another language, provided the supervisor agrees and sufficient examiners proficient in that language can be appointed.
- (6) ¹Three typed and bound copies of the final thesis must be submitted to the Examination Office by the deadline. ²Together with the printed copies, a data medium with an identical electronic version of the thesis must be submitted to permit the use of plagiarism detection software. ³In the case of empirical theses, this also includes the data material and an electronic copy of any material obtained from the Internet. ⁴The time of submission will be

recorded. ⁵At the time of submission, the student must confirm in writing that the thesis (or, in the case of a group thesis, the appropriately indicated section of the thesis) is their own work, that only the resources listed in the bibliography were used and that all passages taken either verbatim or in adapted form from sources or literature are indicated as such, with references provided in each case. ⁶In addition, they must confirm that the electronic version submitted is identical to the printed copies.

- (7) ¹Where the student can provide justifiable reasons for their request, the chairperson of the Examination Committee may extend the deadline for the final thesis by a further four weeks in agreement with the supervisor. ²In cases where work on the thesis is interrupted by illness or other important reasons beyond the examinee's control, this period of interruption will not count towards the thesis completion time. ³The examinee must submit appropriate proof to the chairperson of the Examination Committee without delay. ⁴Section 16, Paragraph 2 will apply.
- (8) ¹Final theses must be assessed by the supervisor and an additional examiner. ²The examiners' written reports should be submitted no later than 12 weeks after submission of the thesis. ³If the grades differ by more than 1.0 or if the thesis is deemed "unsatisfactory" by only one examiner, the chairperson of the Examination Committee will call for a report from an additional examiner. ⁴If the third examiner awards at least a grade of "sufficient" (4.0), the overall grade for the thesis will be calculated as the arithmetic mean of the grades awarded by the individual examiners, but will be no lower than "sufficient" (4.0).
- (9) ¹Students who have not accepted a topic for their final thesis within five years of commencing the course will no longer be eligible to take examinations as part of the programme. ²In cases of exceptional personal hardship and where the student can provide justifiable reasons for their request, the Examination Committee will extend this deadline accordingly; Section 16, Paragraph 2 will apply mutatis mutandis.

Section 14 Assessment of Examinations and Grading

- (1) ¹The grades for individual examinations will be determined by the responsible examiners. ²Examinations will be assessed using the following grades:
1 = very good (outstanding performance),
2 = good (performance that is well above average standards),
3 = satisfactory (performance that meets average standards),
4 = sufficient (performance that, despite its shortcomings, still meets required standards),
5 = unsatisfactory (performance that, due to its significant shortcomings, fails to meet required standards).
- (2) ¹Intermediate grading may be used to permit differentiated assessment of examinations. ²To this end, the grades will be increased or lowered by a value of 0.3; grades 0.7, 4.3, 4.7 and 5.3 will not be used.

- (3) For examinations described in the Annex as "non-graded", the student will only be awarded a grade of "pass" or "fail".
- (4) ¹A student will only be deemed to have passed a module examination comprising several course examinations if they have passed all of the individual course examinations. ²The grade awarded for a module is the arithmetic mean of the grades awarded for the individual course examinations in accordance with the weighting of these course examinations as specified in the Annex; "non-graded" examinations as specified in Paragraph 3 will not be included in the grade for the module. ³The value obtained will be truncated to one decimal place without rounding. ⁴The same will apply in cases where an examination is assessed by several examiners. ⁵Accordingly, the following grades will apply:
- up to 1.5 = "very good"
 - above 1.5 to 2.5 = "good"
 - above 2.5 to 3.5 = "satisfactory"
 - above 3.5 to 4.0 = "sufficient"
 - above 4.0 = "unsatisfactory"
- (5) ¹The grades achieved in the module examinations will be weighted by the number of credits awarded. ²The overall grade awarded for the Master's programme is the credit-weighted arithmetic mean of the grades for all modules and the credit-weighted grade for the final thesis, provided this has not been included in an overall grade for a module; Paragraph 4, Sentence 3 will apply accordingly. ³Where an overall grade of 1.3 or higher is awarded, the grade "passed with distinction" will be awarded.

Section 15 Retaking Examinations

- (1) Examinees may not retake an examination for which they have been awarded a grade of "sufficient" (4.0) or higher.
- (2) ¹Examinees who have been awarded a grade lower than "sufficient" (4.0) for an examination are deemed to have failed and may retake the exam twice. ²The retake date will be the examination date fixed for the relevant module in the following academic year.
- (3) In cases where a module examination consists of several course examinations, Paragraphs 1 and 2 will apply to the possibility of retaking the individual course examinations.
- (4) ¹If a Master's thesis is deemed "unsatisfactory", it may be resubmitted only once and must be based on a different topic. ²In justified exceptional cases, a Master's thesis can be resubmitted a second time following a decision to that effect by the Examination Committee. ³The topic of the Master's thesis to be resubmitted must be accepted without delay, but no later than six weeks after notification of the grade of the first submission or notification of the Examination Committee's decision to grant the opportunity for a second resubmission, as the case may be. ⁴If the Examination Office has not received a declaration of acceptance after this period of six weeks, for the purpose of setting the deadline for resubmitting the thesis, the topic is deemed accepted at this date. ⁵The Examination Office will inform the students of the latest possible date for accepting the new topic and the latest possible date of resubmission. ⁶In the case of resubmission, the topic may not be rejected.

Section 16 Failure to Attend and Withdrawal from Examinations

- (1) In cases where a student fails to attend an examination or fails to observe an examination deadline as defined in these regulations or withdraws from an examination or fails to complete a written examination within the specified completion time, the student will be awarded a grade of "unsatisfactory" (5.0) for that examination.
- (2) ¹The student must notify the Examination Committee in writing without delay, providing a satisfactory explanation of the reasons for their non-attendance of or withdrawal from the examination. ²In the case of illness, the student is required to submit a medical certificate which must describe how the illness impairs the student's ability to perform on an exam but which does not disclose the actual illness. ³The examiner or examination supervisor must be informed without delay if an examinee becomes incapable of completing an examination while the examination is already in progress. ⁴The obligation to provide notification as specified in Sentences 1 and 2 will remain unaffected. ⁵Once an examination has been completed, reasons for withdrawal can no longer be invoked.
- (3) ¹If the Examination Committee accepts the reasons, it will set a new date for the

examination. ²At the request of the examiner, the Examination Committee may determine that a written examination will be retaken as an oral examination.

- (4) ¹Where requested by a candidate, provisions protecting working mothers (Maternity Protection Act and/or Maternity Protection Ordinance for Servicewomen) must be taken into account. ²The same applies to requests submitted by a candidate regarding periods of parental leave in accordance with the Federal Parental Allowance and Parental Leave Act.

Section 17 Cheating

- (1) ¹In cases where a student attempts to influence the outcome of an examination by cheating, the examiner or examination supervisor will make a note of the incident and forward it to the chairperson of the Examination Committee immediately after the examination. ²If such behaviour comes to light during an examination, the student concerned will be permitted to continue the examination.
- (2) Cheating in accordance with Paragraph 1 includes in particular the use of unauthorised resources during examinations, unauthorised collusion with other examinees or third parties during examinations, and plagiarism.
- (3) ¹The Examination Committee will decide whether an action constitutes an attempt at cheating in accordance with Paragraph 1. ²The examiner and the student concerned must be given an opportunity to respond to the allegations before a decision is taken.
- (4) ¹If the Examination Committee determines that an attempt at cheating in accordance with Paragraph 1 has occurred, the examinee will be awarded a grade of "unsatisfactory" (5.0) or "fail" for that examination. ²Where cheating is not discovered until after the assessment of the examination, the grade already awarded will be changed accordingly. ³In particularly serious cases, the Examination Committee may exclude the examinee from taking any further examinations.
- (5) In cases where the Examination Committee determines that plagiarism has been committed and where the student has previously been guilty of cheating, it will always exclude the student from further examinations unless there are compelling reasons not to do so.
- (6) ¹If the Examination Committee takes a different view from the examiner concerned, it may consult the University's ombudsperson for safeguarding good academic practice and dealing with academic misconduct prior to making a decision. ²Where the Examination Committee determines that no attempt at cheating as defined in Paragraph 1 has occurred, it will return the paper to the examiner for assessment, unless it considers that examiner to be biased. ³In this case, or if the examiner themselves does not wish to assess the paper for reasons of bias, the Examination Committee will appoint another examiner to whom it will forward the paper for assessment.

Section 18
Violation of Examination Regulations and Procedural Shortcomings

- (1) ¹The examiner or the examination supervisor may exclude examinees who wilfully disrupt the proper conduct of a written or oral examination from continuing with the examination. ²Section 17, Paragraph 1, Sentence 1 and Section 17, Paragraph 3 as well as Section 17, Paragraph 4, Sentence 1 will apply. ³If the Examination Committee fails to find any violation that justifies exclusion from the examination, the student concerned must be given the opportunity to retake the examination without delay; Section 17, Paragraph 6, Sentence 3 will apply accordingly.
- (2) ¹The responsible examiner or the Examination Committee must be notified without delay of any shortcomings in the examination procedure. ²At the request of the student concerned, the Examination Committee will decide whether an examination affected by procedural shortcomings must be retaken.

Section 19
Transcript of Records

Once all the data pertaining to examination results for a trimester have been recorded at the end of that trimester, the student, at their request, will be provided with a transcript of records documenting the courses and examinations they have completed.

Section 20
Pass or Failure

- (1) ¹A student is deemed to have passed the Master's degree examination if they have successfully completed all module examinations and the final thesis and have earned the 60 credits required. ²A student is deemed to have failed the Master's programme, if they
1. have permanently forfeited their right to take examinations in accordance with Section 17, Paragraph 4 or Paragraph 5,
 2. have been awarded the grade "unsatisfactory" or "fail" or are deemed to have been awarded the grade "unsatisfactory" (Paragraph 2 will remain unaffected) for a module examination at the final attempt or
 3. have been awarded the grade "unsatisfactory" or are deemed to have been awarded the grade "unsatisfactory" for the final thesis after its final resubmission.
- (2) Failing a compulsory elective module may be compensated by passing alternative modules with the required minimum of credits.
- (3) Where a student has failed the Master's degree examination at the final attempt, the chairperson of the Examination Committee will notify the student in writing, also providing information on how to appeal.

- (4) At the student's request, and upon presentation of appropriate proof, the Examination Office will provide the student with a certificate that indicates the examinations completed and the grades awarded and which clearly states that they failed the Master's degree examination at the final attempt.

Section 21 Certificate, Diploma and Diploma Supplement

- (1) ¹Students will receive a certificate upon passing the Master's degree examination. ²In addition to the overall grade, the certificate will also include the grades and credits for the individual module examinations and state the topic of and grade awarded for the final thesis. ³The certificate will also show the date on which the last examination was completed. ⁴It must be signed by the chairperson of the Examination Committee and bear the University's seal.
- (2) ¹In addition to the certificate, the graduate will receive a diploma confirming the award of the final degree and stating the date of the certificate. ²The diploma will be signed by the chairperson of the Examination Committee and the Dean and will bear the University's seal.
- (3) ¹Together with the certificate, the graduate will receive a diploma supplement in accordance with the regulations, as amended, which have been agreed between the Conference of Ministers of Education and Cultural Affairs and the University Rectors' Conference. ²The diploma supplement will include in particular information on the University, the type of degree, the programme syllabus, the admission requirements, the programme requirements, the programme structure and the German higher-education system. ³To illustrate the graduate's relative performance, the diploma supplement will also contain information on the distribution of grades over the last three academic years.
- (4) The certificate, diploma and diploma supplement will be issued in German and in English.

Section 22 Invalidity of Final Examinations

- (1) Where an examinee has cheated in an examination and where this is not discovered until after the certificate has been issued, the Examination Committee may retroactively declare that the examinee has failed this examination and, if appropriate, the overall Master's degree examination.
- (2) ¹In cases where the admission requirements for an examination were not fulfilled, but where there has been no intent to deceive on the part of the examinee and where this is not discovered until after the certificate has been issued, this shortcoming will be considered remedied by the student passing the examination. ²If the examinee has intentionally and wrongfully obtained admission, the Examination Committee will declare that they have failed the Master's degree examination.
- (3) Section 7, Paragraph 6 will apply mutatis mutandis to decisions made in accordance with Paragraph 1 and Paragraph 2, Sentence 2 of this section.

- (4) ¹The incorrect certificate and the diploma supplement or the corresponding certification will be withdrawn and, where appropriate, a new corrected certificate will be issued. ²In cases where Paragraph 1 and Paragraph 2, Sentence 2 apply, the diploma confirming the final degree award will also be withdrawn if it has been declared that the examinee has failed the Master's degree examination.

Section 23 Viewing Records and Examination Scripts

- (1) ¹On completion of each module examination, a student will be allowed to view their examination scripts and any related reports upon request. ²The request must be submitted to the Examination Office no later than one month after the announcement of the examination results. ³The Examination Office will decide on the place and date of viewing.
- (2) Notwithstanding Paragraph 1, the examiners may allow students to view their examination scripts before the papers are sent to the Examination Office, especially by specifying particular dates when students may view their examination scripts without prior request.

Section 24 Entry into Force

These regulations will enter into force on the day after their publication in the University Gazette.

Annex 1: Overview of Master's Programme Modules

Module No.	Module Title	ECTS	Trimester (standard)	Examination ¹⁾	Module admission requirement ²⁾
Foundational phase (20 ECTS credits)					
IPC-G-01	Leadership and management ⁵⁾	5	AT01	S or P	none
IPC-G-02	Project and innovation management ⁴⁾	5	WT01	S or P	none
IPC-G-03	Empirical research methods ⁵⁾	5	WT 01	S or P	none
IPC-G-04	Politics, law and economics of procurement in the European area	5	AT01	S or P	none
Consolidation phase (10 ECTS credits)					
<i>Compulsory elective modules (10 ECTS credits from the following catalogue)</i>					
IPC-V-01	Capability management ⁵⁾	5	ST01	S or P	none
IPC-V-02	Network management ⁵⁾	5	ST01	S or P	none
IPC-V-03	Negotiation ⁵⁾	5	ST01	S or P	none
IPC-V-04	Risk management and compliance ⁵⁾	5	ST01	S or P	none
Specialisation phase (15 ECTS credits)					
<i>Law track (JUR) (15 ECTS credits)</i>					
IPC-J-01	Methodology of European and international law ⁵⁾	5	AT02	S or P	none
IPC-J-02	European contract law and contract drafting ⁵⁾	5	AT02	S or P	none
IPC-J-03	Principles of European public procurement law ⁵⁾	5	WT02	S or P	none
<i>Economics track (OEC) (15 ECTS credits from the following catalogue)</i>					
IPC-Ö-01	Fundamentals of economics ⁵⁾	5	AT02	S or P	none
IPC-Ö-02	Accounting and controlling ⁵⁾	5	WT02	S or P	none
IPC-J-01	Methodology of European and international law ⁵⁾	5	AT02	S or P	none
	Another module from the catalogue of compulsory elective modules of the consolidation phase	5	ST01	S or P	none
Final phase (15 ECTS credits)					

IPC-A-01	Thesis module	15	ST02	T + D ³⁾	40 ECTS credits
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- 1) Which of two alternative examination types students will have to take for a particular course will be announced by the lecturer no later than the first session of that course. From the academic methods covered in a module, the lecturer will recommend one that is appropriate for the problem-based learning topic chosen by the student for their project. The lecturer will decide on the examination type suitable for this method, which will be either a project report (particularly in the case of empirical methods) or a seminar paper.
- 2) All modules require physical attendance. Regular attendance in accordance with Section 10, Paragraph 3 will be a requirement for admission to the module examination.
- 3) The assessment of the disputation will be limited to a “pass” or “fail” decision.
- 4) The language of instruction will be English.
- 5) The language of instruction will be English or German.

Abbreviations:

- T ... final thesis in accordance with Section 13
- D ... disputation (oral defence) lasting 15-45 minutes
- S ... seminar paper comprising 15 to 25 pages to be discussed orally
- P ... project report comprising 5 to 10 pages accompanied by a portfolio
- AT = autumn trimester, WT = winter trimester, ST = spring trimester

Annex 2: Bridging Modules

The following modules are available to provide evidence of further knowledge and skills in accordance with Section 5, Paragraph 3. The catalogue may vary between academic years and be supplemented by further options. Unless specified here, the type and scope of examinations, the allocation to trimesters and admission requirements will be subject to the Programme and Examination Regulations of each module.

Master's programme ¹⁾	Module Title	Module No.	ECTS	Examination and module admission requirements
<i>For students with an economics degree</i>				
FiM	Labour law	M-FIM-V2-AR	5	
or	---	---	---	
BeLead	Labour relations and labour law	BL-I-3	5	
<i>For students with a law degree</i>				
BeLead	Strategy and markets	BL-G-1	5	
<i>For students with degrees in both economics and law</i>				
FiF / Bridging modules	Academic thinking and working	M-ZWW-G-WA	10	P Physical attendance required, Section 10, Paragraph 3
FiF / Bridging modules	Leadership and digitalisation	M-ZWW-G-FD	5	P Physical attendance required, Section 10, Paragraph 3
FiM	Change management	M-FIM-G2-CM	5	
or	---	---	---	
BeLead	Leadership and organisational change	BL-I-1	5	
FiM	Diversity management	M-FIM-V1-DM	5	
FiM	Leadership on international deployment	M-FIM-V1-FE	5	

FIM	Personnel management / competence assessment and development	M-FIM-V2-PK	5	
MCMI	Cross-cultural awareness and conflict mediation	MCMI-G-04	5	
MCMI	International policy analysis	MCMI-V-01	5	
BeLead	Psychological principles of management	BL-G-3	5	
BeLead	Organisational and personnel development	BL-I-2	5	
MFIS	Strategy from an academic perspective	MFIS-04	5	
MFIS	Security and international relations from an academic perspective	MFIS-06	5	

1) Abbreviations:

FIM: Leadership in the medical field

BeLead: Behavioural leadership

MCMI: Civil-military interaction

MFIS: Military leadership and international security