

Study and examination regulations for the Business Administration, MBA (full-time/part-time) program at the Bavarian Business University of Applied Sciences

valid for students starting their studies in the winter semester 2025/26

from XX.XX.2025

This translation serves to inform our international students. The valid legal reference can be found in the original „Studien- und Prüfungsordnung für den Studiengang Master of Business Administration (Vollzeit / Teilzeit) an der Hochschule der Bayerischen Wirtschaft für angewandte Wissenschaften“

Based on Art. 9, Art. 80 (1), Art. 84 (2), (3), (4), (6), Art. 85, Art. 86 of the Bavarian Higher Education Innovation Act (BayHIG) of August 5, 2022 (GVBl. p. 414, BayRS 2210-1-3-WK), last amended by Section 14 of the Act of December 23, 2024 (GVBl. p. 605) and by Section 8 of the Act of December 23, 2024 (GVBl. p. 632) and based on the agreement of the Bavarian State Ministry of Science and the Arts of XX.XX.2025, the Bavarian University of Applied Sciences (hereinafter referred to as HDBW) issues the following study and examination regulations:

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Purpose of the study and examination regulations

These study and examination regulations serve to supplement and amend the General Examination Regulations of the HDBW (APO) in their currently valid version.

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Study objective

- (1) ¹ Building on a bachelor's degree, the Business Administration (MBA) program provides the knowledge and skills required to qualify for management tasks in an increasingly globalized environment. ² The master's program is classified as "application-oriented." ⁽³⁾ Therefore the program comprises the following qualification objectives:
- a. Students acquire generalist expertise in interdisciplinary areas of business administration and thus gain a broad understanding of business management contexts.
 - b. Students are familiar with essential management and leadership concepts. They learn to communicate empathetically and effectively in teams, improve self-reflection and resilience, and acquire leadership qualities.
 - c. Students are made aware of international and intercultural contexts
 - d. Students understand the importance of related disciplines for business management
 - e. Students have an application-oriented understanding of these topics and are fundamentally capable of applying them independently in a management position.
- (2) ¹ In addition to business management expertise, the MBA program also teaches management skills as well as analytical and scientific skills that are designed to expand students' qualifications with the aim of preparing them for leadership roles. ⁽²⁾ Empirical questions and research approaches are used significantly on the basis of quantitative methods and qualitative-interpretative methods and shape the MBA program.
- (3) ¹ The MBA program also promotes skills that are important for professional practice, such as social competence, communication skills, and cooperative teamwork. ² In addition, students should be enabled to independently develop scientific methods that are useful for practice and in line with current economic and social conditions. ³ Particular emphasis is therefore placed on the integration of project studies.

§ 3

Qualifications for admission

(1) Qualification requirements for admission to the MBA program:

- a. Proof of a completed degree at a university or equivalent qualification comprising at least 240 ECTS credits. If a degree with fewer than 240 ECTS credits (but at least 180 ECTS credits) has been obtained, the missing credits can be credited as described in paragraph (2):
- b. Proof of at least two years of qualified professional experience. Proof is provided by
 - Confirmation or employment reference from the company
 - The work performed must be relevant to the underlying degree.
 - Qualification and performance are positively evaluated by the company.
 - The company is a going concern.
 - The activity was carried out on a full-time basis or, in the case of part-time employment, for a correspondingly longer period than two years.
- c. If the work was performed in English, proof of good written and spoken English skills must be provided. ² Proof shall be provided by means of the language certificates of competence level B2 specified in the European Reference Framework (Appendix 2). ⁽³⁾ Proof is also deemed to have been provided if the applicant has successfully completed an English-language course at a higher school or university or if English is their native language.
- d. For courses conducted in German, proof of good written and spoken German skills is required. ² Proof shall be provided by means of language certificates at level B2 as defined in the European Reference Framework (Appendix 2). ³ Proof shall also be deemed to have been provided if the applicant can demonstrate that they have successfully completed a German-language course at a higher school or university or if their native language is German.

- (2) Notwithstanding section (1) a., applicants with fewer than 240 ECTS credits (but at least 180 ECTS credits) may be admitted as follows:
- Proof of additional qualifying professional experience, in addition to section (1) b., amounting to at least one year. This will be credited with 30 ECTS.
 - Proof of additional eligible qualified professional experience, in addition to section (1) b., amounting to at least two years. This will be credited with 60 ECTS.
 - Proof of ECTS credits from the HDBW's range of courses relevant to the subject area. The examination board determines which examination achievements must be submitted for this purpose. The examinations must be successfully passed before the start of the MBA thesis. In all other respects, the regulations of the examination regulations for the degree program to which the respective examination achievement belongs apply.
 - Proof of further creditable qualified further training at university level. The examination board determines which further training courses are eligible for ECTS credits and to what extent.
- (3) ⁽¹⁾The examination board (see §7APO) decides on the equivalence of university degrees and other qualifications in accordance with paragraph 1 a. and evidence in accordance with b., taking into account Art. 86 (1) BayHIG. ⁽²⁾University degrees (including first degrees without credit points) shall be presumed to be equivalent unless significant differences in the skills acquired in this degree program are identified and justified.

§ 4

Standard period of study, structure of the program, academic degree

- (1) ¹The MBA program is offered on a full-time and part-time basis. ²The standard period of study for full-time study is two theoretical semesters, including the MBA thesis. ³The standard period of study for part-time study is four theoretical semesters, including the MBA thesis. ⁴Details are regulated by the curriculum.
- (2) There is no entitlement to the MBA program being offered if there are not enough applicants.
- (3) Upon successful completion of the MBA examination, the academic degree is awarded
- "Master of Business Administration (abbreviated "MBA") in General Management" or
 - "Master of Business Administration (abbreviated "MBA") in Industrial Management."

§ 5 Credit

- (1) ¹ ECTS credits are awarded for the successful completion of modules. ² One credit corresponds to a study load of approximately 30 hours. ³ The number of credits per module is specified in Appendix 1 to these study and examination regulations.
- (2) At least 60 ECTS credits must be earned to successfully complete the program.

§ 6 Courses and performance assessments

- (1) ¹ The courses (modules), their number of hours, the type of courses, the number of credit points, the coursework required during the program, and other related provisions are specified in Appendix 1 to these study and examination regulations. ²
- (2) All modules are either compulsory modules or elective modules:
 - a. Compulsory modules are the modules of the program that are mandatory for all students.
 - b. ¹ Elective modules are modules of the degree program that are offered individually or in groups as alternatives. ² Each student must make a specific selection from among these modules in accordance with these study and examination regulations. ³ If the student has decided on a module at the beginning of the semester, this module must be taken and will be included in the performance record.
- (3) ¹ When conducted in English, all modules and examinations and/or performance assessments shall be held in English.
² If the program is conducted in German, all modules and examinations and/or performance assessments will be held in German.
(³) Further details are set out in the module handbook.
- (4) ¹The examination periods and the form of the examination shall be announced by the examination board in accordance with § 5 APO. ²A combination of different examinations is possible (partial examinations).
- (5) ¹ Insofar as Appendix 1 of these study and examination regulations does not contain any conclusive provisions, the module handbook shall contain further specifications. ² If several partial examinations are required to pass the module, it must be clearly defined how the parts are weighted and whether passing all parts is required in order to pass the module as a whole.

§ 7 Final module

- (1) ¹In accordance with § 24 APO, the final module consists of two components:
- a. ¹ The independent preparation of an MBA thesis. This comprises at least 40 pages of content and should not exceed 70 pages. ²The cover page, all tables of contents, index, and other pages in the preface and appendix are not included in this count.
 - b. ¹ The defense and presentation of the results of the MBA thesis with an examination interview, in which the contents of the MBA thesis are also placed in connection with other contents of the program. ² The defense and presentation of the results of the MBA thesis should not exceed 25 minutes. ³ The total duration of the defense should not exceed 45 minutes.
 - c. ¹The processing time for the MBA thesis is 12 weeks for full-time and part-time students. (2) In justified exceptional cases, if the processing time cannot be met due to illness or other reasons beyond the student's control, it may be extended by a maximum of 4 weeks for full-time students with the approval of the supervisor and the examination board. (3) In the event of illness, § 11 (3) sentences 1 and 2 of the General Examination Regulations apply accordingly.
- (2) ¹The topic of the MBA thesis may be assigned by a professor responsible for the subject at the earliest after the end of the lecture period of the first semester of full-time study or the third semester of part-time study. ²The prerequisite for the assignment of the topic is the acquisition of 20 ECTS credit points.
- (3) ¹ The MBA thesis is assessed by means of a written report. ² If the MBA thesis is graded "unsatisfactory," it may be repeated once with a new topic. (3) The new topic must be assigned no later than one month after notification of the result of the failed MBA thesis. (4) The regulations for the first attempt apply with regard to the processing time.

§ 8 Passing the MBA examination

The MBA examination is passed if

- a. in all modules required for passing the MBA examination in accordance with Appendix 1 Module Overview of the Master of Business Administration program, including the MBA thesis and defense, at least the grade "sufficient" or the designation "passed" has been achieved
- b. and a total of at least 60 credit points have been earned.

§ 9 Entry into force

These study and examination regulations come into force on XX.XX.2025 and apply to students of the Master of Business Administration program at HDBW who begin their studies in the winter semester 2025/26.

Appendix 1:

Module overview of the **Master of Business Administration** program (full-time/part-time) at the **Bavarian Business University of Applied Sciences – HDBW**

MoNr.	Module mit Lehrveranstaltungen	LVF	V	SWS	MoP	LP*	SEM VZ	SEM TZ
MBA1	Strategic Management and Business Functions / Strategisches Management und Betriebliche Funktionen				PA 15-30 S. u. PR 10-20 min. u. (sP 60-120 min. od. mP 10-20 min.)	5	1	1
MBA1	Strategic Management and Business Functions / Strategisches Management und Betriebliche Funktionen	VL/UE	P	4				
MBA2	Marketing in the Digital Age / Marketing im Digitalen Zeitalter				PA 15-30 S. u. PR 10-20 min. u. (sP 60-120 min. od. mP 10-20min.)	5	1	1
MBA2	Marketing in the Digital Age / Marketing im Digitalen Zeitalter	VL/UE	P	4				
MBA3	International Business and Global Markets / Internationale Wirtschaft und Globale Märkte				PA 15-30 S. u. PR 10-20 min. u. (sP 60-120 min. od. mP 10-20min.)	5	1	1
MBA3	Interantional Business and Global Markets / Internationale Wirtschaft und Globale Märkte	VL/UE	P	4				
MBA4	Accounting and Finance Management / Rechnungswesen und Finanzmanagement				PA 15-30 S. u. PR 10-20 min. u. (sP 60-120 min. od. mP 10-20 min.)	5	1	3
MBA4	Accounting and Finance Management / Rechnungswesen und Finanzmanagement	VL/UE	P	4				
MBA5	Leadership and Change Management / Führung und Veränderungsmanagement				PR 10-20 min. u. (sP 60-120 min. od. mP 10-20 min.)	5	1	3
MBA5	Leadership and Change Management / Führung und Veränderungsmanagement	VL/UE	P	4				
MBA6	Business Culture and Management Competences Businesskultur und Managementkompetenzen				PR 10-20 min. u. (sP 60-120 min. od. mP 10-20 min.)	5	1	3
MBA6	Business Culture and Management Competences Businesskultur und Managementkompetenzen	VL/UE	P	4				
MBA-WPB	Wahlpflichtblock							
	Spezialisierungsfach 1	WP				5	2	2
	Spezialisierungsfach 2					5	2	2
	Spezialisierungsfach 3					5	2	2
MBAT	MBA Thesis MBA Abschlussarbeit				PA 40-70 S. u. PR 15-25 min.	15	2	4
MBAT	MBA Thesis MBA Abschlussarbeit	SSt.	P	450 h				

Appendix 1

Elective modules Master of Business Administration program

Module overview Elective block **MBA-GM General Management**

MBAGM1	Business IT and Digital Innovation / IT Management und Digitale Innovation				PA 20-40 S. oder (PR 10-20 min. u. sP 60-120 min.)	5	2	2
MBAGM1	Business IT and Digital Innovation / IT Management und Digitale Innovation	VL/UE	P	4				
MBAGM2	Business Law for Entrepreneurs / Wirtschaftsrecht für Unternehmer				PA 15-30 S. u. PR 10-20 min. u. (sP 60 - 120 min. od. mP 10-20 min.)	5	2	2
MBAGM2	Business Law for Entrepreneurs / Wirtschaftsrecht für Unternehmer	VL/UE	P	4				
MBAGM3	Business Planning and Entrepreneurship / Businesspläne und Entrepreneurship				PA 15-30 S. u. PR 10-20 min. u. (sP 60 - 120 min. od. mP 10-20 min.)	5	2	2
MBAGM3	Business Planning and Entrepreneurship / Businesspläne und Entrepreneurship	VL/UE	P	4				

Module overview Elective block **MBA-IM Industrial Management**

MBAIM1	Supply Chain and Sustainability Management / Supply Chain und Nachhaltigkeits-Management				PA 15-30 S. u. PR 10-20 min. u. (sP 60-120 min. od. mP 10-20 min.)	5	2	2
MBAIM1	Supply Chain and Sustainability Management Internationale Lieferketten und Nachhaltigkeit	VL/UE	P	4				
MBAIM2	Industrial Engineering and Operations Management Industrial Engineering und Operations-Management				PA 20-40 S. u. PR 15 -30 min.	5	2	2
MBAIM2	Industrial Engineering and Operations Management Industrial Engineering und Operations-Management	VL/UE	P	4				
MBAIM3	Digital Transformation and AI Digitale Transformation und Künstliche Intelligenz				PA 15-30 S. u. PR 10-20 min. u. (sP 60-120 min. od. mP 10-20 min.)	5	2	2
MBAIM3	Digital Transformation and AI Digitale Transformation und Künstliche Intelligenz	VL/UE	P	4				

* Credit points (LP) are awarded in accordance with the European Credit Transfer System (ECTS).

Appendix

Key

A	Application-oriented specialization	AM	Final module
B	Business administration	BP	Internship
BS	Block seminar	MT	Master's thesis
BL	Blended learning	F	Technical specialization
G	Basic studies	HA	Term paper
KO	Colloquium	L	Laboratory class
LP	Credit points	LVF	Type of course
min	minutes	Modul	Module number
		e	
		numbe	
		r	
mP	Oral exam	MoP	Module exam
N.N.	Not named	P	Compulsory
PA	Project work	PB	Internship report
PL	Practice-oriented course	PR	Presentation
PS	Practical semester	R	Presentation or short presentation
S	Seminar	S	Pages
SK	Language course	sP	Written exam
SPJ	Study project	SSt	Self-study
SWS	Semester hours per week	TZ	Part-time
UE	Practical	V	Binding
VE	Defense	VL	Lecture
VZ	Full-time	WL	Workload
WP	Elective course		

Appendix 2:

Overview of the recognition of English language certificates that must be obtained in accordance with the European Reference Framework at level B2:

¹The study and examination regulations stipulate the following standardized test procedures with the corresponding "minimum scores" as language certificates for proficiency level B2:

- Test of English as a Foreign Language (TOEFL) internet-based, minimum 89 points, or
- International English Language Testing System (IELTS) min. 7.0 or
- Test of English for International Communications (TOEIC), minimum score: 700 points

²Proof of the required language proficiency can also be provided by a Cambridge First Certificate in English (FCE), a Cambridge Certificate of Proficiency (CPE) or the Business English Certificate (BEC) Vantage.

Overview of the recognition of German language certificates that must be obtained in accordance with the European Reference Framework at competence level B2:

¹The study and examination regulations stipulate the following standardized test procedures with the corresponding "minimum scores" as language certificates for proficiency level B2:

- DSH, German Language Test for University Admission
- Goethe Certificate, language tests of the Goethe Institute
- TELC, The European Language Certificate
- TestDaF, Test of German as a Foreign Language

Issued on the basis of the decision of the HDBW Senate on XX.XX.2025 and with the approval of the Bavarian State Ministry of Science and the Arts on XX.XX202X, AZ L-3.H6484.3.13/2/11.

Munich, XX.XX.2026

Prof. Dr. Kerstin Fink, President

Prof. Dr. Kerstin Fink, President

The statutes were filed at the university on XX.XX.202X and the filing was announced on XX.XX.202X by posting at the university. The date of announcement is XX.XX.202X.