

University of Applied Sciences
Northwestern Switzerland FHNW
School of Business
Continuing Education

Course regulations

Executive Master of Business Administration FHNW

On the basis of the regulations for post-diploma courses (Master of Advanced Studies MAS / Executive Master of Business Administration EMBA) at the University of Applied Sciences Northwestern Switzerland FHNW of 30 January 2006, the directorate of the School of Business determines that:

1 General

1.1 The present course regulations govern the conditions of admission, the conduct, performance assessment, graduation, and the appeals process for the Executive Master of Business Administration (hereafter EMBA) at the School of Business of the FHNW (hereafter HSW).

1.2 Objective of the course

The objective of the part-time continuing education EMBA course is to train executives who generally have little knowledge of business economics for management functions while they are in employment. The course is generally taken by college graduates. It supplements, expands and deepens the knowledge and skills acquired over a minimum 3-year period of practical experience, so that comprehensive management responsibilities can be assumed on graduation. Professional training is complemented by the intensive development of economic, analytical, international and interdisciplinary qualifications as a key element of lifelong learning.

2 Admission to the EMBA course

2.1 Formal admission conditions I

Admission to the course requires:

- a. A higher-education degree
- b. Evidence of relevant professional experience for at least three years after graduation.
- c. Adequate knowledge of English. Generally, a Level B1 qualification will be required for participation in German-language courses, and Level B2 for English-language courses. Acceptable evidence of English knowledge: standardized test of at least the required level; native language; residence in an English-language country (B1: at least three months); for Level B1 at least satisfactory qualification at Secondary Level II. Higher

qualifications are required for courses conducted in English, as determined by the program management.

2.2 Formal admission conditions II

Students without a higher-education degree may be admitted if they provide other evidence of suitability for admission¹. This may be a degree from a higher vocational college, a master-craftsman's diploma, or some comparable qualification. Completion of an apprenticeship without further qualifications will generally not be sufficient for admission.

Students without a higher-education degree must provide evidence of at least five years' professional experience subsequent to achieving their highest qualification.

English-language requirements apply similarly.

Such students must also provide a letter of recommendation from their employer.

2.3 The program management decides on the admission of students in the admission process.

Admission process: Applicants are to submit the application form together with the documents listed in it. An interview will be conducted with all applicants. The program management then decides on admission to the course.

2.4 The decision on admission or exclusion is documented, with reasons for the decision.

Should admission not be granted despite compliance with the formal conditions, an appeal against the decision may be made in writing to the directorate of the HSW.

3 Structure of the course/description of the modules

3.1 The course is divided into modules. Each module imparts particular professional, methodological and social competences.

3.2 A module represents a coherent, structured combination of teaching and learning components for the attainment of learning goals. It is concluded with a course assessment.

3.3 The HSW utilizes the European Credit Transfer System (ECTS). Each module is documented in compliance with ECTS². Information is provided on the category and content of the module, the competences to be acquired and the learning goals, the course assessment, the amount of work required by students, responsibility for the module, the credit points to be awarded and the admission conditions.

¹ See document DI-WB Sur, FHNW admission file

² See KFH (2004): The concept of staged courses of study: best practice and recommendations

4 Course assessment and evaluation

- 4.1 One ECTS credit point represents an average of 30 hours of student working time (interactive study, supported and individual self-study, examinations, project work, practical knowledge transfer, master’s thesis, etc.).
- 4.2 The competences and learning goals defined in the modules are assessed and evaluated by means of course assessments (examinations or other forms of qualification, such as project work, essays, papers, presentations , etc., individually or in groups). The individual performance of students must be identifiable and is evaluated individually.
- 4.3 Students’ performance is documented in a Transcript of Records, which is updated after the successful achievement of each course, and lists the courses and modules completed, the credit points awarded and the ratings achieved.
- 4.4 Either the traditional 6-point scale, with half or whole points, is used for evaluations, or a 2-point scale with the ratings “passed” and “failed”.

CH scale	Rating	Alternative rating
6	Excellent	Passed
5.5	Very good	
5	Good	
4.5	Satisfactory	
4	Adequate	Failed
3.5	Failed	
<3.5	Failed	

- 4.5 As far as possible, performance will also be evaluated with ECTS ratings. Performance in a module is satisfactory if it is evaluated either with a rating from A to E, or as “passed”.
- 4.6 If a module is evaluated with a score of at least 4.0 points, a rating of E (satisfactory) or “passed”, the full number of credits allocated to the module will be awarded. If satisfactory overall performance in a module is not achieved, the unsatisfactory parts of the modules must be re-taken. If the assessment of a module is made up of multiple components, only the components not completed satisfactorily need to be re-taken.

Weighting of courses for calculation of module and overall ratings:

Module	Course	Description	Days	Weighting	ECTS
I	Management		15		9
I	1	Fundamentals of leadership	2	1/40	
	2	Integral management	1	1/40	
	3	Normative and strategic management	3	1/40	
	4	Organization, quality management	3	1/40	
	5	Business ethics	2	1/40	
	6	Corporate culture	2	1/40	
	7	Corporate planning exercise	2	-	

II	Human Resources Management		9		5
	8	Personnel leadership	3,5	2/40	
	9	Personnel management	3,5	2/40	
	10	Internal communication	1	-	
	11	Conflict management	1	-	

III	Financial management		16		9
	12	Financial accounting	5	2/40	
	13	Management accounting	8	3/40	
	14	Corporate finance	3	1/40	

IV	Marketing		7		4
II	15	Strategic and operational marketing	7	3/40	

V	Economics		5		3
	16	Economics	5	2/40	

VI	International management		4-5		3
	17	Internationalization strategies or study travel	3	2/40	
	18	Cross-cultural management	2	-	

VII	Law		5		3
	19	Law	5	2/40	

VIII	Master's thesis				15
	20	Scientific methods for the master's thesis	1	10/40	

Module IX	Specialisation courses (one to be selected)	Days	Weighting	ECTS
	Leadership	15	5/40	9
	Health management	15	5/40	9
	Sustainable management	15	5/40	9
	Entrepreneurship	15	5/40	9
	Production and logistics	12	5/40	9

Calculation of the average score: sum of the weighted points.

4.7 Course assessments, including the master's thesis, that have not been completed successfully may be re-taken once only, within two years. Exceptions are decided on by the program management. The program management also decides on any postponement of course assessments and the time period for re-taking.

4.8 The program management is responsible for the organization of examinations and the regulations concerning access to examination papers.

4.9 Acceptance of modules

The program management may accept modules and courses of comparable content that have been successfully completed in other MASs or comparable courses of study and as far as possible evaluated with ECTS points and ratings, in the place of EMBA courses and modules.

This gives no entitlement to a reduction in the course fees.

A maximum of 10 ECTS points may be accepted from other courses of study. The points from the modules accepted will be taken over.

In the event that external modules are accepted, the total of 60 ECTS points is still required for the EMBA degree.

External master's theses cannot be accepted.

4.10 Hindrance for good cause

If a course assessment or master's thesis cannot be undertaken, or in the case of a master's thesis, cannot be completed, for good cause, the Continuing Education secretariat and the program management are to be informed without delay.

If an examination cannot be taken on account of illness or injury, the Continuing Education secretariat must be informed **before** the examination. In the event of illness or accident, a medical certificate must be provided within 5 days of the conclusion of the hindrance.

Other reasons for hindrance are to be communicated in writing before the examination.

If the hindrance is for good cause, the program management determines the conditions for the subsequent performance assessment.

4.11 Permissible items of support

For all course assessments and the master's thesis, only explicitly permitted items of support may be used.

In cases of dishonesty, in particular concerning the usage of impermissible items of support for course assessments or master's theses, these will be declared, in whole or in part, as "failed".

4.12 Disadvantage compensation

Should students provide a medical certificate showing that, on account of a disability or chronic illness, they are entirely or in part unable to take an examination in the form envisaged, the program management shall allow an examination of equivalent value to be taken over a longer period or in a different form. This also applies for course assessments.

5 Master's thesis

5.1 The master's thesis is a particular form of assessment, which is normally produced towards the end of the course. In it, students demonstrate that – on the basis of the course work they have done – they are able to handle the content of the course independently, competently, and comprehensibly, in an appropriate form that is oriented on the applicable theory but also relates to practice.

5.2 When submitting a master's thesis, students are required to confirm in writing that:

- This has been produced independently, and only with the use of the sources quoted and items of support listed
- Quotations are clearly identified.

5.3 The master's thesis is assessed and evaluated by the assigned lecturer. Additional expert practitioners are also involved; in general, each master's thesis is evaluated by both a lecturer and an expert.

The evaluation of the master's thesis is based on the written work and an oral presentation. Further guidelines are issued by the program management.

5.4 The evaluation of the master's thesis is documented with the assistance of the HSW evaluation grid and a written assessment by the lecturer. Theses rated 3 or less may not be subsequently improved; from a rating of 3.5 or FX, subsequent improvement is permitted.

6 Graduation

6.1 The course of study is completed successfully if:

- a. All the required course assessments have been successfully completed,
- b. At least 80% of the stipulated presence days have been completed. Exceptions requested in writing for good cause will be decided on by the program management.

- 6.2 Successful students receive:
- a. The EMBA diploma,
 - b. The Transcript of Records, detailing the performance achieved,
 - c. A diploma supplement in English and German.

7 Appeals process

- 7.1 Appeals should first be made to the program management. They are to be made in writing, with reasons, within 30 days of the event concerned.
- 7.2 Appeals against decisions by the program management that are based on these course and examination regulations are to be made in writing, with reasons, to the directorate of the HSW within 10 days of the decision concerned.
- 7.3 Appeals against decisions on appeals may be made in writing, with reasons, to the appeals committee of the FHNW within 20 days of the decision concerned.

8 Final and interim provisions

These course regulations come into effect on 01.05.2011, and apply from EMBA 5.