

## **Program Regulations for the MBA FHNW Cross-Cultural Leadership / Edinburgh Business School MBA**

The Director of the FHNW School of Business hereby issues these regulations based on the framework regulations for the executive education programs of FHNW University of Applied Sciences and Arts Northwestern Switzerland from October 30, 2017 and the executive education regulation of the FHNW School of Business from October 1, 2018:

### **Part I: General**

#### **§ 1 Scope**

These Program Regulations provide the basis for the implementation of the executive education programs Master of Business Administration (MBA) of the FHNW School of Business and the conferral of degrees for these programs. This MBA program is implemented in joint collaboration with Edinburgh Business School, Heriot-Watt University.

#### **§ 2 Further Decrees**

The Director of the university issues the conditions for participation in the executive education programs of the FHNW School of Business. The Program Description is an integral part of these Program Regulations.

### **Part II: Program Sequence**

#### **§ 3 Admissions**

<sup>1</sup> The executive education program is primarily directed at individuals who have an academic degree from a recognized university and acquired relevant professional experience following completion of their studies.

<sup>2</sup> Individuals who possess equivalent skills will be accepted provided that the required admission qualifications stem from another form of verification.

<sup>3</sup> On the basis of the competence-oriented program goals, the following requirements have been established for admission to the MBA program:

Formal Entry Qualifications:

- Applicants are required to have an undergraduate degree (at least a Bachelor's degree) or an equivalent qualification from a recognised institution.
- Applicants not in possession of an undergraduate degree may be considered for admission if other evidence is produced to establish their eligibility. This includes qualifications from higher professional or commercial schools or equivalent diplomas. The minimum overall grade of the qualification must be "good".

Experience:

- Evidence of relevant professional experience for at least three years after graduation.
- Applicants without an undergraduate degree may be considered if they have a minimum of five years' full-time business experience.

Further requirements for admission to the MBA program include:

- The potential to achieve program goals.
- The fit between the candidate's motivation for the executive education program (e.g., their career goals) with the program goals.
- Two work references
- If English is not his/her first language, the applicant must provide evidence that his/her written, reading and spoken English skills are adequate (equivalent to level C1, CAE/BEC higher).

<sup>4</sup> The admissions process in the MBA program is as follows:

1. Candidates must electronically submit their application documents (application forms, curriculum vitae, copies of diplomas, work references, photography, and copy of ID/passport) to the program coordinator.
2. The program manager reviews the submitted documentation and invites interested candidates to a personal interview.

The program manager decides which candidates to admit and records his/her decision and the justification for it in written form.

<sup>5</sup> Candidates have no legal claim to admission.

<sup>6</sup> Participants of the executive education programs are recorded for statistical purposes.

## **§ 4 Program Structure**

<sup>1</sup> The executive education programs consists of 100 ECTS credits. It is divided into seven core modules, one elective module and a final thesis (MBA thesis). The executive education program (MBA with Specialism in Finance, in Strategy, in Logistics and Supply Chain Management, or in Business Analytics) consists of 120 ECTS credits and comprises of seven core modules, one elective module, two elective modules from the same subject area. The Master module (MBA-Thesis) must be completed no later than 7 years after starting the first module.

<sup>2</sup> The structure of the program is governed by the Program Description. The Program Description is an integral part of these Program Regulations and consists of the targeted skills, the learning content, the number of ECTS credits, the type of performance record, and the performance assessment.

## **§ 5 Implementation**

<sup>1</sup> The program manager is authorized to cancel or postpone the implementation of an executive education program if a minimum number of applications is not realized, or other circumstances exist that lead the FHNW

School of Business to conclude that the implementation of the program would be unreasonable.

<sup>2</sup> The program manager makes a decision and informs accepted applicants of a possible postponement or cancellation of the program at least 30 days prior to the start of the program. In the case of a cancellation, already paid fees and charges will be refunded. In the case of a postponement, accepted applicants to the program have the right to withdraw from the contract within 14 days following receipt of the notification. Withdrawal from the program is done in writing to the FHNW School of Business, and, in this case, is free of charge. More extensive compensation claims are explicitly excluded.

## **§ 6 Fees/Charges**

<sup>1</sup> The following program fees shall be paid for the MBA programs:  
CHF 26'410.-

Tuition fees are paid on a Module-by-Module basis. The fee per course is CHF 2'800 and is payable to the FHNW School of Business before the beginning of a given course. This includes the comprehensive course material, access to the dynamic learning platform and tuition in Basel.

The FHNW School of Business reserves the right to make changes to its fees at any time. Students will be given advance notice of any changes and steps will be taken to ensure that existing students are not disadvantaged.

<sup>2</sup> Further charges shall be paid for the following:  
Examination fee (payable to Edinburgh Business School) per core course.

## **Part III: Performance and Performance Assessment**

### **§ 7 Performance**

<sup>1</sup> The European Credit Transfer and Accumulation System (ECTS) is used for the executive education programs. One ECTS credit corresponds to an average work output of 25-30 hours (e.g., attendance at events, guided and individual self-study, efforts related to the performance record, project work, implementation projects, practice-oriented projects, theses). ECTS credits are issued once the program requirements, respectively the module requirements, are fulfilled. No credits are issued for insufficient performance.

<sup>2</sup> In accordance with the Program Description, performance records are produced by participants either individually or in groups in the form of written exams, presentations, assignments, reports, or student work.

<sup>3</sup> Exemption from core courses may be granted on the basis of prior academic qualifications attained by examination. Edinburgh Business School possesses the sole authority on this matter. There is no provision for exemptions from elective courses or the FHNW master thesis.

**MBA Thesis (Final Project)**

<sup>1</sup> The MBA thesis is a special performance record that is generally produced at the end of the program. The thesis gives participants the opportunity to show that they are able to deal with the contents of the program in an independent, competent, understandable, academically oriented, and practical way and that they are able to present this information in a suitable manner.

<sup>2</sup> Goal of the MBA thesis:

In the MBA thesis, participants must academically reflect on and theoretically and practically solve a problem derived from one of the themes dealt with in the program within a defined time period (generally 6 months). Consequently, the task consists of a conceptual/theoretical part and an empirically practical part. In writing the thesis, participants demonstrate that they can independently do the following work on their own:

- Present a problem/question they are dealing with, which can create a demonstrable (practical) use, to a defined target audience.
- Use (theoretical) concepts, approaches, methods, and instruments conveyed in the program to deal with a practice-oriented question.
- Derive, present, and apply a suitable, agreed-upon method for an empirical study of the question concerned.
- Plan and implement the MBA thesis within the scope of 15 ECTS credits (including a research skills seminar).
- Clearly and comprehensibly argue their proposed solution in the written work of 15,000 - 20,000 words/200,000 characters (including spaces but excluding the bibliography and appendices) and perform in a convincing and (socially) competent way during the final oral exam.

<sup>3</sup> The following process is applied for the performance record “MBA Thesis”:

Delivery of the Performance Record:	Assessment of the Performance Record:
1. Drafting of the <b>project outline</b> according to the following content structure: 1. Working Title and Subject Area/Problem, 2. Key Question, 3. Preliminary (Performance) Targets, 4. Uses	Approval by an academically qualified supervisor and program management <sup>1</sup>
2. Drafting of the <b>proposal</b> according to the following content structure: 1. Title/Subject Area/Key Question, 2. Uses, 3. Embedding in the Literature/Research Landscape, 4. Methodical Approach, 5. Used Literature, 6. Project Planning	Approval by an academically qualified supervisor and program management <sup>1</sup>
3. Drafting the <b>Thesis</b>	Discussion of the interim results with the supervisor.
4. Submission of the written work (electronic format)	Evaluation by the supervisor

<sup>1</sup> Program management can ask an internal employee of the FHNW School of Business with the necessary academic qualifications to look after this task.

#### 5. Final academic meeting/ defence

with the supervisor and program  
management

Final assessment by the supervisor and  
program management<sup>1</sup>

<sup>4</sup> When submitting the MBA thesis, participants must provide written assurance by means of a sworn declaration, either at the beginning of the work, that they:

- wrote the text independently and only with specified sources, resources, and assistance.
- and
- did not plagiarize (i.e., quotes are readily recognizable).

<sup>5</sup> Grading of the thesis is documented and recorded by means of an evaluation grid of the FHNW School of Business for MBA theses and a written report by the faculty. For theses with a grade of 3 or less, a revision of the graded paper is not allowed. For theses with a grade of 3.5, a revision of the paper is possible, although the revised thesis cannot be awarded a grade higher than 4.

## § 9

### Performance Assessment

<sup>1</sup> The performance assessment is done according to the Program Description with either a six-point scale or a two-point scale.

<sup>2</sup> Both whole grades and half grades can be given when using the six-point scale. Quarter grades (.25 or .75) are rounded.

<sup>3</sup> The significance of the grades in the six-point scale is defined as follows:

- 6 excellent
- 5.5 very good
- 5 good
- 4.5 satisfactory
- 4 sufficient
- 3 insufficient
- 2 poor
- 1 very poor

<sup>4</sup> The two-point scale consists of the levels “pass” and “fail.”

<sup>5</sup> Performance records that are either not successfully completed or not started can generally be retaken/redone once in a subsequent program within two years. If a performance record is retaken/redone, the associated costs are assumed by the participant. The program manager can decide whether to grant exceptions.

<sup>6</sup> Following completion of each module, participants receive an updated written summary (track record) of the completed modules as well as of the performance records produced, which includes any evaluations thereby obtained and ECTS credits earned.

## **Part IV: Graduation from the Program**

### **§ 10 Diplomas**

<sup>1</sup> The program has been successfully completed when:

- All required deliverables and performance records set out in the Program Description have been performed.
- The participant has attended at least 80% of all courses.

Exceptions can be granted by the program manager on the basis of a written, well-founded request.

<sup>2</sup> Upon successful completion of this postgraduate program, students are awarded the following degrees:

- “Master of Business Administration FHNW Cross-Cultural Leadership” (University of Applied Sciences and Arts Northwestern Switzerland, School of Business Basel/Brugg/Olten)
- “Master of Business Administration” (Heriot-Watt University, Edinburgh Business School, UK)

<sup>3</sup> The following items will be issued at the same time as the diploma for the MBA program:

- A diploma supplement that provides information about the program profile, the grading system, and the university.
- A cumulative transcript of records (TOR) that includes which modules were passed and the performance assessments associated with them, as well as the subject of the MBA thesis.

<sup>4</sup> If degrees, diplomas, and certificates are acquired in an improper way, the Director of the FHNW School of Business can revoke them.

### **§ 11 Premature or Exceptional Termination of Program Participation**

<sup>1</sup> Participation in an executive education program can be terminated prematurely via cancellation of the participant or exceptionally via disqualification.

<sup>2</sup> Disqualification takes place when successful completion of the program is no longer possible due to the failure to pass a retaken/redone performance record or to fulfill additional requirements according to the Program Regulations and Program Description. It can also occur by decree of the program manager in the case of serious breaches of obligation.

<sup>3</sup> Serious breaches of obligation notably include:

- Failure to pay the participant fees.
- Violation of copyright law, in particular engaging in plagiarism.
- Use of dishonest resources during exams.
- Violation of confidentiality.

<sup>4</sup> If participation in an executive education program is canceled prematurely or exceptionally, a confirmation of participation, or of which modules were attended and which performance assessments were achieved, can be issued.

## **Part V: Rights and Obligations**

### **§ 12 Obligations of the FHNW School of Business**

The FHNW School of Business ensures participants the following during the duration of the executive education program:

- Access to relevant information.
- Access to events and performance records according to the program.
- Access to infrastructure in accordance with the program for the purpose of program participants.
- Receipt of track records and diplomas/certificates.
- Compensation for disadvantaged individuals according to the Federal Law regarding elimination of discrimination toward people with disabilities (Disability Discrimination Act).

### **§ 13 Obligations of the Participants**

Participants commit themselves to:

- Inform themselves regularly about how the program is run.
- Pay participation fees according to the terms of payment.
- Take part in the program as set out in the Program Description.
- Write their theses independently.
- Uphold copyright law and, in particular, refrain from plagiarism.
- Avoid using dishonest resources.
- Comply with confidentiality and non-disclosure agreements.
- Ensure accessibility.
- Inform and justify non-participation in performance records in a timely manner.
- Safeguard the interests of FHNW University.

### **§ 14 Measures for Violation of Obligations by the Participants**

<sup>1</sup> If one of the above-mentioned obligations are violated, the FHNW School of Business can take one or more of the following measures depending on the nature and severity of the violation:

- The program manager can issue a written reprimand.
- The program manager can either temporarily or permanently suspend the participant from the program.

<sup>2</sup> Decisive factors for determining the type and duration of disciplinary measure include, on one hand, the quantitative or qualitative significance of the breach of obligation and, on the other hand, the culpability, motives, and conduct of the participant.

## **Part VI: Administration of Justice**

### **§ 15 Decrees**

<sup>1</sup> Program managers can issue the following decrees:

- Track records according to § 9 para. 6.
- Disqualification of a participant from the executive education program according to § 11 para. 2 if successful completion of the program is no longer possible.
- Disciplinary measures according to § 14 para. 1.

<sup>2</sup> The Director of the FHNW School of Business can issue the following decree:

Withdrawal of a diploma/certificate according to § 10 para. 4.

### **§ 16 Objection Procedure**

<sup>1</sup> According to § 15 para. 1, a written, well-founded objection to a decree must be submitted to the Director within 14 days after notification of the decree.

<sup>2</sup> The objection must include a clearly defined demand and the signature of the person raising the objection or that of his/her representative.

<sup>3</sup> Objections to decrees introduced by post must be submitted by post. Objections to electronically delivered track records can be submitted either by post or electronically.

<sup>4</sup> Within the scope of objection procedures, participants of the executive education programs are guaranteed access to their files.

<sup>5</sup> The person raising the objection must be granted a hearing during the objection procedure. This hearing must go on record.

<sup>6</sup> The Director of the FHNW School of Business examines the objection, the statement of the further education program manager, as well as the hearing and introduces a written appeal decision.

## § 17      **Complaints Procedure**

<sup>1</sup> A written, well-founded objection to an appeal decision or decree of the Director can be raised to the Appeals Committee within a non-extendable deadline of 30 days following initiation of the appeal decision or decree.

<sup>2</sup> Objections to appeal decisions and decrees of the Director must be submitted by post to:

FHNW Beschwerdekommision  
Klosterzelgstrasse 2  
5210 Windisch

<sup>3</sup> The objection must include a clearly defined demand and the signature of the person raising the objection or that of his/her representative. A copy of the contested decree must accompany the objection.

<sup>4</sup> An evaluation of the performance assessments within the framework of the complaints procedure takes into consideration abuse and capriciousness.

<sup>5</sup> The complaints procedure is subject to fees. The law that governs the management of the administration of justice of the Canton of Aargau is the decisive factor in this regard.

## **Part VII: Transitional and Final Provisions**

§ 18      <sup>1</sup> These regulations will enter into force on 1 January 2025.

<sup>2</sup> For executive education programs that were implemented before these regulations entered into force, the prior provisions apply.

Olten, dated 1<sup>th</sup> of October 2024

Issued by:

Director of the FHNW School of Business



Prof. Dr. Regula Altmann-Jöhl