

Beschlussempfehlung der Gutachter an die FIBAA-Akkreditierungskommission für Programme

103. Sitzung am 30. Juni 2017

Projektnummer: 16/040
Hochschule: Euro-FH Europäische Fernhochschule Hamburg
Studiengänge: Intercultural Management (M.A.)

Die FIBAA-Akkreditierungskommission für Programme beschließt im Auftrag der Stiftung zur Akkreditierung von Studiengängen in Deutschland wie folgt:

Der Studiengang wird gemäß Ziff. 3.1.2 i.V.m. Ziff. 3.2.4 i.V.m. 3.2.5 der Regeln des Akkreditierungsrates für die Akkreditierung von Studiengängen und für die Systemakkreditierung i.d.F. vom 20. Februar 2013 unter einer Auflage für fünf Jahre akkreditiert.

Akkreditierungszeitraum: 01. Oktober 2017 bis 30. September 2022

Auflage:

The Euro-FH submits the university-adopted and authority-approved final Version of the "Study Program Specifics for the Master of Intercultural Management (M.A.) at the Europäische Fernhochschule Hamburg"
(Source: Criteria 2.5 and 2.8 of the German Accreditation Council's regulations)

**Die Auflage ist erfüllt.
Die FIBAA-Akkreditierungskommission für Programme am 5./6. Juli 2018.**

Das Siegel des Akkreditierungsrates wird vergeben.

Assessment Report

Higher Education Institution (HEI):

Euro-FH – Europäische Fernhochschule Hamburg

Master study programme:

Intercultural Management

Qualification awarded on completion:

Master of Arts

General Information on the study programme

Brief description of the study programme:

The programme aims to provide students with advanced knowledge about human interactional behaviour, as well as cultural theories and management practices. This encompasses important management skills, research methodology as well as competencies in conducting research-based projects. Graduates shall be prepared for their work for instance in Human Resource branches, tourism industry, consulting branches, international project management, crisis management, or sales and marketing.

Type of study programme:

Master programme

Projected study time and number of ECTS points assigned to the study programme:

6 Tertiary / 6 Quarters

90 ECTS points

Mode of study:

full-time / part-time

Didactic approach:

distance-learning study programme with parts of class attendance

Joint programme:

No

Scope (planned number of parallel classes) and enrolment capacity:

distance-learning without restrictions

Programme cycle starts in:

anytime

Initial start of the programme:

1st October 2017

Type of accreditation:

Initial accreditation

Procedure

A contract for the initial accreditation of the Intercultural Management (Master of Arts) was made between FIBAA and the Euro-FH – Europäische Fernhochschule Hamburg on August 15th in 2016. The Rules for the Accreditation of Study Programmes and for System Accreditation (Resolution of the Accreditation Council) in the version of February 20th, 2013, as well as the Common Structural Guidelines of the Länder for the Accreditation for Bachelor and Master's Study Programmes in the version of February 4th, 2010 are therefore relevant for this accreditation procedure. On December 12th, 2016, the HEI submitted a self-evaluation report, which included a detailed description of the programme and further documents in order to prove that the criteria for programme accreditation were met.

At the same time, FIBAA appointed a review panel. The HEI agreed with the chosen experts. The panel consisted of:

Prof. Dr. Christine Volkmann

Bergische Universität Wuppertal

Professor for Entrepreneurship and Economical Development, UNESCO-professorship for Entrepreneurship and Intercultural Management

(Business Administration, Management, Intercultural Management, Entrepreneurship)

Prof. Dr. rer. pol. habil. Thomas A. Rasmussen

University of Applied Sciences Stralsund

Professorship and Programm Manager for Leisure and Tourism Management

(Leisure and Tourism Management, Accounting, Business Economics, Cultural Tourism, Event Management)

Dr. Burkhard Lehmann

University of Koblenz-Landau

Managing Director of the ‚Zentrum für Fernstudien und Universitäre Weiterbildung‘

(Qualitymanagement, scientific further education, distance study, e-learning, educational science, sociology)

Lawyer Christoph Fay

Deutsche Lufthansa AG

Head of tertiary marketing and promotional programmes for young professionals, (Trainee-Programmes, human resource management)

Florian Bontrup

Leuphana University Lüneburg

Student of Management & Entrepreneurship (M.A.)

(absolvent of: Business Administration (B.A.))

FIBAA project manager:

Carsten Pilz, Ass.jur.

The assessment is based on the self-evaluation report, amended by further documents, requested by the panel, and a site visit. The site visit at the Euro-FH took place on March 29th, 2017 at the HEI's premises in Hamburg. The same cluster included an appraisal of "BWL- und Tourismusmanagement" (Bachelor of Arts) and "General Management" (Master of Business Administration). On end of the on-site visit the panel gave a short feedback on its first impressions to representatives of the HEI.

The assessment report based on this was delivered to the HEI for comment on May 5th 2017. The statement on the report was given up on May 19th and 22nd, 2017, it has been taken into account in the report on hand.

Summary

The study programme 'Intercultural Management' (Master of Arts) offered by the Europäische Fernhochschule Hamburg Euro-FH, is with two exceptions in accordance with the Common Structural Guidelines of the Länder for the Accreditation for Bachelor and Master's Study Programmes, the rules of the Accreditation Council for the accreditation of courses of study and for system accreditation and the Requirements of the Qualifications Framework for German Higher Education Qualifications, in the version applicable at the time of the opening of the procedure. It is modularly structured, provided with ECTS points and concludes with the academic degree "Master of Arts". The degree is awarded as a joint-degree by the cooperating HEIs.

The course of study with two exceptions fulfils the requirements for Master's degree programmes and can be accredited under one condition by the Foundation for International Business Administration Accreditation (FIBAA) for five years starting on October 1st, 2017 until September 30th, 2022.

The panel members identified need for improvement regarding the aspects: recognition of achievements of former studies and exam regulations. They recommend the accreditation on condition of meeting the following requirements:

Condition

The Euro-FH submits the adopted by University and approved by the authorities final Version of the "Study Program Specifics for the Master of Intercultural Management (M.A.) at the Europäische Fernhochschule Hamburg"
(Chapter 3.2.2; *Source: Criteria 2.5 and 2.8 of the German Accreditation Council's regulations*)

Proof of meeting this condition is to be supplied at least until March 30th, 2018.

For the overall assessment of the programme, please refer to the quality profile at the end of this report.

Information

Information on the Institution

The Europäische Fernhochschule Hamburg (hereafter Euro-FH) is a private university owned by the Europäische Fernhochschule Hamburg GmbH, which is a division of the Klett Group. Focusing on management, the university prepares students to be business executives with practical, usage-oriented training.

The university is a member of the Verband Privater Hochschulen (Association of Private Universities) in Forum Distance Learning, which is the leading association for distance learning and educational media in Germany. The university is also a member of the Deutsche Gesellschaft für wissenschaftliche Weiterbildung und Fernstudium e.V. (German Society of Scientific Education and Distance Learning).

The Euro-FH was officially recognized by the state on March 26, 2003, and began operating in April 2003. In 2013, the Euro-FH successfully received accreditation status from the Council of Science for a 10-year period. In 2013, the Senate from the Freie und Hansestadt Hamburg awarded the Euro-FH with an unlimited recognition.

The Euro-FH is mainly focused on the needs of working and career-oriented students. Therefore, the programmes offered are maximally flexible and organized. Students are not limited to semesters. They can begin their studies at any time. Even though the Euro-FH conforms to general length of study guidelines, the Euro-FH allows students to adapt their individual study time to their own pace. On-site testing on a monthly basis at ten different testing centers in Germany and quarterly in Vienna and Zurich shall promote this concept.

In addition to distance learning, the Euro-FH now also offers a programme variant with regular and required course attendance. This on-site programme includes more intensive weekly courses for the following study programmes: Business Administration and Business Psychology, and Business Administration (this variant began in September 2015). Such a programme is designed for working students who wish for several weeks of intensive coursework and studying in a group.

Looking at different study programmes of the Euro-FH, the HEI maintains cooperation with a variety of partner universities around the world, such as in Krakow (Poland), Kolding (Denmark), Boston (USA), Beijing (China), Shanghai (China), Madrid (Spain), London (Great Britain), Grand Canary (Spain), and Nyenrode (the Netherlands). Further international partnerships are currently being developed.

The portfolio of the Euro-FH currently provides the following programmes:

Bachelor Programs

| | |
|---|----------------|
| International Business Administration (B.A.) | – since 2003 – |
| Business Law (LL.B.) | – since 2007 – |
| Logistics Management (B.Sc.) | – since 2008 – |
| Business Administration and Business Psychology (B.A., B.Sc.) | – since 2009 – |
| Finance and Management (B.Sc.) | – since 2012 – |
| Sales and Management (B.A.) | – since 2013 – |
| Educational and Cultural Management (B.A.) | – since 2015 – |
| IT-Management (B.Sc.) | – since 2015 – |
| Business Administration (B.Sc.) | – since 2015 – |
| Psychology | – since 2016 – |

Master Programs

General Management (MBA)

– since 2004 –

Business Coaching and Change Management (M.A.)

– since 2010 –

Business Psychology (M.Sc.)

– since 2011 –

Marketing (MBA)

– since 2012 –

Taxation, Accounting & Finance (M. Acc.)

– since 2014 –

Logistics and Supply Chain Management

-starting in 2017-

Programme Description and Appraisal in Detail

1 Objectives

1.1 Objectives of the study programme (Asterisk-Criterion)

The master-programme aims for prospective students who have a first degree in either various aspects of business management or global business, or who wish to work and interact in an international context. It mainly addresses individuals who are already in the workspace and wish to broaden their career into the international context, according to Euro-FH.

The approach aims to provide students with a thorough theoretical basis for human interactional behaviour, as well as cultural theories and management practices. The programme also shall convey the students with important ethical and environmentally-conscious content, in addition to important management skills. Further, an integral component shall be to make students familiar with research methodology and important studies in the field, as well as to conduct research-based projects.

Regarding to the professional competencies the students shall deal with intercultural studies, ethnography, intercultural communication, Globalization and Management, intercultural marketing, organizational sustainability and should gain intercultural negotiation and communication skills. Euro-FH accordingly describes the workspace of prospective absolvents of the programme in

- global businesses and organisations
- Human Resource branches,
- tourism industry,
- consulting branches,
- international project management,
- crisis management,
- sales and marketing, and others.

The programme is meant to build up the students' scientific qualifications in both professional and specialized competencies. This, according to the concept of the Euro-FH, means to understand the discipline in question, including both content theory as well as how to apply such theory. Scientific core capabilities thus are declarative, factual, conceptual, analytical and procedural knowledge.

The Euro-FH aims to develop students' abilities and competencies in reference to important terminology, principles, and methods when dealing with theories, models and perspectives. Furthermore they ought to be taught to critically reflect scientific arguments and to conduct as far as possible self-driven research projects using known and accepted research methodology.

With an eye to possible career paths, one of the leading ideas of the study programmes concept is the practical application of learned material. The students' employability is to be supported by a focus on current developments of the professional field anchored in cases and projects in the different modules. The study books shall promote this aim by being designed with case studies and specific exercises as a means to practical application of knowledge transfer. Furthermore, the Euro-FH regards the specific character of distance-learning education as conducive to create goal-oriented, self-motivated and independent absolvents, who are distinguished by time-management, and organizational competencies. In addition to these aspects, the concept provides that the students' personality should benefit from both

the typical distance-learning conditions and the requirements of different modules with reference to different teaching methods such as presentations, team-works and discussions.

Social relationships and interaction shall be developed not in one special but all over the modules of the programme. Participants shall have to deal with differences in perspectives and opinions of people, and analysing complex situations to understand and solve conflicts and problems. The Choice of group- and teamwork as examination form in on-campus seminars, an intensive coverage of ethical and social concerns, and the building of awareness of cultural variety and aspects shall comfort a complete development of students' personality. The consequences of management decisions as well as the respective responsibility shall be addressed within the teaching process. Encouragement to work on various Euro-FH committees is to contribute its part to this development of the students.

Regarding the equality of opportunities in the educational and working everyday life there is to state, that the number of female students is near to 50%. The HEI's programmes structure is based on the possibility of testings on a monthly basis to offer a maximum flexibility and planning potential to the students. This makes it possible to take into account unplanned circumstances as well as extraordinary needs, for example those of people with disabilities. The study programme can also be extended by up to 50% of its regular duration with no extra fees. Such flexible conditions can not only be taken in advantage by students with disabilities but also in case of other serious disadvantages such as family-related reasons, for example caring for children or relatives.

Appraisal:

The qualification objectives include disciplinary and interdisciplinary aspects, especially scientific competency, employability (competency to take up a qualified employment), competency for involvement in society and personality development. They take into account the requirements of the Qualifications Framework for German Higher Education Qualifications.

The concepts of the Higher Education Institution for gender equality and for the promotion of equal opportunities of students in special situations such as students having health impairments, students having children, foreign students, students with migration background and/or from so-called educationally disadvantaged classes are implemented at the level of the study programme.

| | | Exceeds quality requirements | Does not meet quality requirements | n.r. |
|----|------------|------------------------------|------------------------------------|------|
| 1. | Objectives | x | | |

2 Admission

According to the Euro-FH, the admission procedure is in accordance with the Hamburg University Law (Hamburgerisches Hochschulgesetz, HmbHG). Specific regulations for admission are fixed in Section 2 of the Study Program Specifics for Intercultural Management (SPs). Hereafter applicants

- have to have completed a first degree from a state or state-accredited school with at least 210 ECTS-Points
- furthermore must either have a first degree with a focus on any aspect of business science, or the applicant must have a completed master's degree with a focus on any aspect of business.
- must already possess strong English proficiency, on an approximate level of C1 according to the European Reference for Language Proficiency,

- must proof professional experience of at least one year from completion of the first degree.

According to section 3 of the enrolment regulations of the Euro-FH (ER), applicants who gained less than 210 ECTS-Points within their first degree can be admitted under condition. These applicants additionally have to prove enough study-course-relevant competencies to fill the gap up to 300 ECTS-Points after finishing the master-thesis. Such competencies may be:

- completing of specific modules suggested by the programme director at the Euro-FH which add up to 30 ECTS-Credits,
- completed relevant modules of other universities,
- relevant professional experience of similar weight.

All applications will be reviewed by the dean of the department.

Applicants holding a degree other than one with a business focus also can be admitted. Therefore they have to submit a letter of motivation, which sets out the background of the application, the interests, qualifying experiences and personal objectives of the applicant. These requests of those applicants will be considered by the university admissions committee. The consideration will be based on the letter of motivation and the impressions left by the applicant in the whole admissions process.

Within the admission process copies of report cards, certificates, and all official transcripts will generally only be accepted in officially notarized or original formats. After the application materials have been received by the admissions department, they will be checked for completeness. Admission will then be completed when all requirements are fulfilled. In this way the study programme is meant to maintain its individual objectives regarding qualified students.

Section 5 (ER) guarantees the consideration of disabilities and serious disadvantages even throughout the admissions process.

Appraisal:

The admission requirements are defined and comprehensible. The national requirements are presented and taken into account.

The admission requirements ensure that students are capable of taking courses in foreign languages and understanding the foreign literature.

The admission requirements ensure that upon completion of their Master studies, graduates have achieved 300 ECTS points as a rule.

The admission and selection procedure is transparent and ensures the admittance of qualified students in accordance with the programme's objectives. The compensation of disadvantages for handicapped students is ensured.

| | | Exceeds quality requirements | Does not meet quality requirements | n.r. |
|-----|-----------------------------------|------------------------------|------------------------------------|------|
| 2.1 | Admission requirements | x | | |
| 2.2 | Admission and selection procedure | x | | |

3 Contents; Structure and Didactics

3.1 Implementation of Content

The course of study is based on the following recommended schedule:

Intercultural Management - Curriculumsübersicht: 6 Tertiale / Quartale

| Modul Nr. | Modul/Teilmodul | Credit Points in Terialen/Quartalen | | | | | | Gesamt | | Veranstaltungsform z.B. Vorlesung, Seminar | Prüfungsleistungen (Dauer in Min) sowie Prüfungsform | Gewicht für Gesamtnote |
|--------------|--|-------------------------------------|----|----|----|----|----|------------------------|-----------------------|---|--|------------------------|
| | | 1. | 2. | 3. | 4. | 5. | 6. | Stunden Präsenzstudium | Stunden Selbststudium | | | |
| M1 | Module 1: Fundamentals in Intercultural Studies | 6 | | | | | | 18 | 162 | | | 06/90 |
| M 1.1 | Study unit 1: On-Campus Introductory Seminar | 2 | | | | | | | | S | Final Exam (120 Min.) | |
| M 1.2 | Study unit 2: Fundamentals in Intercultural Studies | 2 | | | | | | | | F | | |
| M 1.3 | Study unit 3: Research and methodology in Intercultural Management | 2 | | | | | | | | F | | |
| M2 | Module 2: The Ethnography of Communication | 4 | 4 | | | | | 0 | 240 | | | 08/90 |
| M 2.1 | Study unit 1: Communication Theory | 4 | | | | | | | | F | Written Paper (4 weeks) | |
| M 2.2 | Study unit 2: Ethnography and human interaction | | 4 | | | | | | | F | | |
| M3 | Module 3: Intercultural Communication and Management | 5 | 5 | | | | | 2 | 298 | | | 10/90 |
| M 3.1 | Study unit 1: Intercultural Communication and Management | 4 | | | | | | | | F | Final Exam (120 Min.) | |
| M 3.2 | Study unit 2: Regional practices and cultural psychology | 1 | 3 | | | | | | | F | | |
| M 3.3 | Study unit 3: Online Seminar | | 2 | | | | | | | F/S | | |
| M4 | Module 4: Intercultural Management Strategies | 6 | 6 | | | | | 0 | 360 | | | 12/90 |
| M 4.1 | Study unit 1: Globalization and global governance | 4 | | | | | | | | F | Final Exam (120 Min.) | |
| M 4.2 | Study unit 2: International Marketing | | 2 | 2 | | | | | | F | | |
| M 4.3 | Study unit 3: Webinar | | | 4 | | | | | | F/S | | |
| M5 | Module 5: Managing Global Talent | | | 8 | | | | 0 | 240 | | | 08/90 |
| M 5.1 | Study unit 1: Managing people in a global context | | | 4 | | | | | | F | Written Paper (4 weeks) | |
| M 5.2 | Study unit 2: Global talent management | | | 4 | | | | | | F | | |
| M6 | Module 6: Management Communication | | | | 8 | | | 0 | 240 | | | 08/90 |
| M 6.1 | Study unit 1: Professional Writing Skills | | | | 4 | | | | | F | Written Paper (4 weeks) | |
| M 6.2 | Study unit 2: Professional Presentations inc. On-Campus Seminar | | | | 4 | | | | | F/S | | |
| M7 | Module 7: Organizational Sustainability | | | | 8 | | | 2 | 238 | | | 08/90 |
| M 7.1 | Study unit 1: Organizational sustainability | | | | 4 | | | | | F | Final Exam (120 Min.) | |
| M 7.2 | Study unit 2: Business ethics | | | | 4 | | | | | F | | |
| M8 | Module 8: Intercultural Negotiation | | | | | 8 | | 18 | 222 | | | 08/90 |
| M 8.1 | Study unit 1: Introduction to Negotiation | | | | | 4 | | | | F | Final Exam (120 Min.) | |
| M 8.2 | Study unit 2: Intercultural Negotiation | | | | | 4 | | | | F | | |
| M9 | Module 9: International Seminar | | | | | 6 | | 180 | 0 | | | 06/90 |
| M 9 | Compulsory seminar abroad | | | | | 6 | | | | S | Final Exam or Oral Exam or Written Paper or Presentation | |
| M 10 | Module 10: Master-Thesis | | | | | | 16 | 0 | 480 | | Thesis | 16/90 |
| Summe | | 15 | 15 | 14 | 16 | 14 | 16 | 220 | 2480 | | | |
| | | 90 | | | | | | 2700 | | | | |

Legende: S: Seminar; F: Fernstudienmaterial/ -hefte

The contents of the later parts of the recommend study programme structure build up on modules of the first two trimesters/quarters.

These first three modules, with a total of 24 ECTS points, deal extensively with culture and intercultural issues and topics, and form the basis of students' theoretical understanding of the field. They are designed to build upon one another in a way that maximizes both under-

standing and practical application in the field, and will allow students to identify specific areas of individual interest for further research, including the Master thesis.

Starting with “Fundamentals of Intercultural Studies” students learn major theoretical approaches in the field. Their ability to critique and discuss the advantages of the varying approaches and how to conduct original research using similar and contrastive research methods, as well as how to apply this research in domain-specific ways will be developed. In the following module “Ethnography of Communication” the students learn about ethnography as a social science. Contents of the module are especially the relation of ethnographic principles and methods to their own research as well as their working environment. They learn to identify, critique, and apply major ethnographic frameworks in solution-oriented ways in their personal and career-related interests. Aim is to qualify students to discern between ethnocentrism and cultural relativism, as well as better understand the meaning of both language and identity in global contexts and for a working environment.

Already building upon these basics, more specifically “Intercultural Communication and Management” deals with important communication patterns and theoretical considerations using real data and original research. Here the objective is for students to put into practice the theories they have learned in the first module, as well as the interactional patterns they covered in the second module. The course allows them to synthesize their understanding of cultural contexts, both in a working environment as well as in personal interactions. An included two-week online seminar focuses on a discussion of current global issues covered in the booklets.

This start-phase is followed by specific modules about management topics. “International Management Strategies” teaches fundamentals of international economies and globalization processes as a framework for organizational challenges, about marketing and market research in local as well as global contexts, as well as about how to deal with constantly changing external business parameters.

The module “Managing Global Talent” prepares students for a transnational perspective in a broad variety of sectors, and examines the major challenges faced by global organizations regarding human capital. Students shall understand the nature of people as a vital part of the global marketplace. They will learn important strategies of dealing with culturally diverse staff members, giving special consideration to ethics and regional adaptations.

In a straight connection with these previous contents the module “Organizational Sustainability” further enhances the concept of ethics and responsible global management. This course defines and analyses important concepts such as glocality, globalization ethics, triple bottom line, and sustainability. Students will learn to articulate multiple models of leadership in these areas, as well as evaluate codes of conduct.

The module “Management Communication” deals with the fundamentals of professional communication patterns in both spoken and written form. Students learn to competently handle written formats such as professional bids and proposals, reports, and certain types of legal writing. The course includes an on-campus seminar where students may display their presentations adapted to their own professional context. Building on these communicative abilities, the module “Intercultural Negotiation” further defines and enhances students’ understanding of interactional behaviour, especially situated in a global context. Here students will evaluate various negotiation theories and their effects in multiple cultural contexts. The metacultural layer of behaviour is also an important component in dealing with conflicts and conflict management and will be one focus of the module.

The final module, “International Seminar”, is a two-week seminar that deepens the knowledge and understanding of various cultural spaces and economic factors in a global

world, paying special attention to differences in human interaction. It takes place at one of seven partner-HEI's abroad, namely

- State Grid Corporation of China, Beijing
- Suffolk University in Boston, USA
- The International Business Academy in Kolding, Denmark
- Tischner European University in Krakow, Poland
- East China University of Science and Technology, Shanghai, China
- London South Bank University, UK, and
- University of Las Palmas de Gran Canaria

Students can choose between these options. Here they shall use their awareness in a flexible and responsible way in practical contexts and will be able to apply their knowledge to various business issues and problems. The module descriptions to the seminar module provide short and clear information about the contents and main topics at the different entities of choice. A learning agreement form provides further and detailed information about the specific schedules, courses, teachers and framework conditions at the different HEIs and ensures the recognition of the abroad awarded credit points.

The Euro-FH believes that the degree "Master of Arts" fits with the contents of the study programme, because of its intensive social and scientific course contents, coupled with a focus on practical application. As justification for the name of the programme the University points out the alignment of the curriculum not only with business management tasks, but also with social cultural competence and communication competence, with a special emphasis on the interaction of these three areas. According to the University students will also be qualified for tasks in a global company, as well as international and social organizations.

The study programme contains 4 research papers, and 5 final exams, along with 4 webinar/online seminar/oral presentation formats and 1 international Seminar. This combination is meant to continually challenge students to display their understanding in multiple venues. Thus written examination forms take into account both exams and research papers.

Such written tasks should serve the student, as they get closer to the completion of their study programme, to prepare for the writing the more intensive master thesis, which presumes independent research and scientific methodology.

As forms of testing the programme provides a combination of written examinations, research papers, and oral presentations. Thereby, to keep the students aware of their learning development most courses are accompanied by assignments the students have to absolve on their way to the final module examination. Case studies are used throughout the complete programme. In total the study programme contains four research papers, and five final exams, along with four webinar/online seminar/oral presentation formats and the international Seminar.

Appraisal:

The curriculum reflects the qualification objectives of the study programme and ensures the development of key competences and employability. It covers the imparting of specialised knowledge and interdisciplinary knowledge as well as of technical procedural and generic competences.

The contents of the modules are well-balanced and logically connected. The intended learning outcomes correspond to the requirements of the Qualifications Framework for German Higher Education Qualifications.

The classification as an "application-oriented" programme by the concept and the objectives of the university is reflected by the itinerary and the content of the curriculum.

The degree and programme name correspond to the contents of the curriculum and the programme objectives.

The examinations and the final thesis serve the purpose of determining whether the formulated qualification objectives have been accomplished. The examinations are module-related, as well as knowledge and competence oriented. As an exception of the general rule there are compulsory accompanying examinations in several modules. In the conviction of the panel these tests less burden the students, rather they foster their self-control and organisational learning structure and consequence. Thus, according to the panel the students' success of the course of study is reinforced.

| | Exceeds quality requirements | Does not meet quality requirements | n.r. |
|--|------------------------------|------------------------------------|------|
| 3.1 Implementation of content | | | |
| 3.1.1 Logic and conceptual coherence of the curriculum | x | | |
| 3.1.2 Rationale for degree and programme name | x | | |
| 3.1.3 Examinations and final thesis | x | | |

3.2 Structural Implementation

| | |
|--|--|
| Projected study time | 6 tertiary / 24 months 6 quarters / 18 months |
| Number of Credit Points (CP) | 90 CP |
| Workload per CP | 30 hours |
| Number of modules | 10 (including the master-thesis-module) |
| Time required for processing the final thesis and awarded CP | 6 tertiary 5 months / 16 CP 6 quarters 4 months / 16 CP |
| Number of contact hours | 660 |

For the study programme, the General Study and Examination Regulations for Master's programs (GSER) at the Euro-FH apply as well as the Study Program Specifics for the Master of Intercultural Management (sPO). All relevant Regulations have been legally checked and approved by the Euro-FH Senate.

| | |
|---|--|
| | Regulated where in the exam regulations? |
| Recognition of credits achieved at other HEIs | Section 16 (1) GSER |
| Recognition of externally achieved credits | Section 16 (2) GSER |
| Compensation of disadvantages of handicapped students | Section 19 GSER |
| Student Workload per CP | Section 3 (2) sPO |
| Relative grade or ECTS grading table | Section 26 (2) and Section 32 GSER |
| Awarding of Diploma Supplements | Section 25 and Section 26 (2) GSER |

The programme provides optional either a six quarter fulltime education or a 6 trimester part-time variant, both with a total of 90 ECTS-Points. The programme is modularised, whereby a size of even 6 ECTS-Points is not undercut. There is a Module Handbook which displays relevant information about the modules of the programme. Especially the amount of awarded credit points, the requirements for this including information about the duration respectively the extent of the respectively module examination, the content and the learning outcomes as

well as the duration and frequency of the respective module, learning components and literature references are given. Moreover, information about the identity of the modul-related tutors, authors and lecturers is displayed.

No module takes longer than two quarters or trimesters. Even in combination of the modules within the recommended frame there is no overlap that would handicap mobility for more than one academic year.

The overall workload of each module is displayed within the module handbook. The accuracy of these data will be reviewed during regular evaluations after the programme once started.

Section 19 GSER guarantees individually tailored alternative exam formats to students with documented health conditions.

Graduates will be provided with a diploma supplement, which also contents a relative ECTS-grade.

According to the University, the curriculum for this study programme in concept-state has been conceptualized and planned based on previous experience from the workload calculations in other study programs, as well as insights and recommendations from all teaching evaluations. The Euro-FH also accesses its experiences with its numerous different programmes to guarantee the feasibility of the study workload. Their field-tested respective measures are:

- an appropriate study plan design
- a pre-approved and appropriate number of ECTS points assigned per module based on the content and workload of the study materials and testing forms
- an intensive student advisory service, and
- a flexible testing service with testing available monthly at 10 different locations in Germany and quarterly in Vienna and Zurich.

Material can be sent to students on an individual basis, so that students can optimize their time management in conjunction with the available testing dates.

Appraisal:

The programme structure supports the implementation of the curriculum and helps students to reach the defined learning outcomes. The programme consists of modules and the workload of each is clearly and comprehensibly deduced. Practical components are designed and integrated in such a way that CP can be acquired. Modules award at least 5 CP as a rule, exceptions are plausibly justified.

The programme is structured in such a fashion that periods for studies at other HEIs and of vocational and professional practice are possible without any loss of study time.

The study programme, course of study and exam regulations are documented and largely published. To date the sPO is still in a draft state and therefore not published yet. They are missing the adoption by the University and the approval by the Authority for Science, Research and Equality of the state of Hamburg. The regulations were already subjected to legal verification, though. The conditions for the programme are implemented therein. The recognition of externally (aside of HEIs) achieved credits are regulated.

Compensation of disadvantages of handicapped students with regard to time-related and formal guidelines in the studies as well as in the final performance tests and those during the studies is ensured. The final grade is supplied with a relative grade. In accordance to section 116 (3) and section 108 (2) through (4) of the HmbHG, the sPO still has to become approved

by the Behörde für Wissenschaft, Forschung und Gleichstellung of Hamburg, as it is still in a draft-state.

Consequently, the panel advises the accreditation under the **condition** that

The Euro-FH submits the university-adopted and authority-approved final Version of the “Study Program Specifics for the Master of Intercultural Management (M.A.) at the Europäische Fernhochschule Hamburg”

(Source: Criteria 2.5 and 2.8 of the German Accreditation Council's regulations;)

The feasibility of the study programme's workload is ensured by consideration of the expected entry qualifications, by a suitable curriculum design, by a plausible calculation of workload, by an adequate number and frequency of examinations, by appropriate support services as well as academic and general student counselling.

| | | Exceeds quality re-requirements | Does not meet quality requirements | n.r. |
|-------|--|---------------------------------|------------------------------------|------|
| 3.2 | Structural Implementation | | | |
| 3.2.1 | Structural concept and modular structure | x | | |
| 3.2.2 | Study and exam regulations | | condition | |
| 3.2.3 | Feasibility of study workload | x | | |

3.3 Didactical concept

This study programme is a classical distance-learning programme. The underlying concept for distance-learning studies at the Euro-FH is a combination of different learning modems, such as distance learning-materials, multimedia didactic elements, and on-campus seminars as a 'guided self-study'.

The teaching concept consists of the general columns of the Euro-FHs' didactical concept, in particular self-study, Send-in Homework and Tests, and the Online-Campus respectively e-Learning-elements. Additionally there are some study-programme-specific items to be mentioned.

The materials for the students' self-studies are prepared in written form based on the individual discipline standards. The study materials design should encourage students to read and actively internalize the required contents. Every chapter closes with a summary of the chapter contents. Furthermore, self-testing assignments are used to solidify the chapter contents and allow students to test for their understanding. Exercises are also included in every chapter, and allow students to reflect on what they have read and to develop both questions and thoughts on the material. Both types of exercises assist students in testing their understanding of the discipline. Solutions and answers to the exercises are included at the back of the booklet. All modules contain an introductory booklet that defines the learning objectives and details the contents, schedule, scope, and testing requirements of the module, as well as hints for using the study materials and media.

Study materials are sent out based on a pre-defined schedule. The first study packet that students receive contains the six months' schedule of study materials with all the teaching and accompanying documentation. After this, sent materials will arrive either quarterly or in trimester form, depending on what variant the student has chosen. The materials are also available in electronic form containing web-links. QR-Codes are used in both, the paper-based and the electronic variant, in order to interlink further material to the learning content.

At the end of each study booklet is an optional send-in homework assignment that students are encouraged to complete. In order to prepare for subsequent content, as well as the next module final exam, students receive a detailed expertise with corrections and a sample grade when they submit the send-in homework assignment to their tutor. Module-specific test questions will also be used and given a personal feedback.

The process of self-learning is accompanied by the tutors, who provide students with individually-oriented intervention and assistance via feedback in case of corresponding demand.

Written study materials and on-campus events are supported with e-Learning forms, such as online seminars. The online campus of the Euro-FH is thus a central element of the didactical concept and accompanies guided self-learning, and helps students administer their studies, gather information, network and communicate with other students, as well as receive evaluations of their work.

As study-programme-specific didactical items the study-course includes 2 on-campus seminars that are each 2 days long. They will deepen the understanding of the module content, as well as convey practice in professional communication forms in a public setting.

The course “Intercultural Management” within the module “Intercultural Communication and Management” is a 10-day online seminar where students receive a series of case studies which are then discussed in a group using targeted, topic-oriented questions. It wraps up with a problem-solving management project designed to test their skills and understanding of the subject material. Webinars are similar, but shorter, time-bound online seminars that focus on one specific intercultural issue per webinar within barely 60 – 90 minutes.

Online tutorials are kept at hand on the online campus to help students prepare for their final examination. In the event that a module requires a formal research paper, the online campus also offers tips and guidelines on writing scientific research. When writing research papers and especially when preparing the master thesis, according to the Euro-FH personal telephone calls are pretty well experienced measures.

The authors create the material based on the concept of ‘guided self-study’ that will also assist in practical career steps. The universities specific author’s handbook defines the framework and the didactical basis for the development process.

Appraisal:

The didactical concept of the study programme is plausible and oriented towards the programme objectives. Adequate teaching and learning methods are provided for the programme. The accompanying course materials are up to date, oriented towards the intended learning outcomes and correspond to the required qualification level.

| | | Exceeds quality requirements | Does not meet quality requirements | n.r. |
|-----|--------------------|------------------------------|------------------------------------|------|
| 3.3 | Didactical concept | x | | |

4 Academic Environment and Framework Conditions

4.1 Staff

At the Euro-FH the deans of programmes are responsible for the development of the study concept and contents. Additionally, since the programmes are based on the distance-learning principle the generally full-time employed deans are supported by avocational teachers and professors, and full as well as part-time lecturers and authors. Currently the Euro-FH employs 17 main professors on a 13.9 full-time basis. Additionally, three researchers are also employed on a 2,5 full-time basis. As mentioned, the Euro-FH provides a large pool of tutors, lecturers, and authors, serving to support all learning processes at the Euro-FH.

Thereby all module responsible part-time teachers are professors. Concretely two full-time professors are responsible for the nine modules of the programme. The Euro-FH together with the accreditation request also submitted a form, which displays all staff in full-time occupation teaching in the modules of the programme. Furthermore, the Euro-FH submitted CV's of all Professors engaged in the programme, also of a broad range of lecturers, tutors and authors taking part in the programme.

Due to the fact that the Euro-FH does not provide a semester-oriented teaching structure, full-time-equivalents serve as data-basis for the submitted matrices.

The appointment of new staff involved in study programmes is governed by § 5 of the Grundordnung of the Euro-FH (GO), and the regulations especially in section 15 HmbHG. Hereafter professors have to have a concluded universities degree, competencies in teaching, particular qualifications in scientific work generally proved by a Ph.D., as well as generally five years of professional experience whereof three years should have taken place outside the scientific area. The appointment is made after approval by the competent authority. Lecturers can be employed, if they fulfil the prerequisites of section 64 HmbHG for examiners. Scientific assistants have to have a universities' degree.

The programme manager has to be a full-time employee professor of the Euro-FH. This is bindingly fixed in section 6 (1) GO. He serves as responsible manager for the counselling services, the didactical quality of the staff and the adequate implementation in teaching. He also makes sure, that the teaching and learning materials are of an adequate quality and kept actual, as well as that the whole teaching is in accordance with the relevant qualification framework.

At the Euro-FH, study programme supervisors (Deans of Study Programmes), as well as the entire organization process, are represented in a matrix that includes the whole Euro-FH team. Study programme supervision includes all the subject content and strategic aspects of the programme. The organizational leadership covers all study programs and interdisciplinary subjects. Deans of study programmes and the university leadership work closely together and vote on all important issues.

A close working relationship between the Deans of study programmes and university leadership is established to provide a secure and stable scholastic program, assuring strategic as well as operative aspects. The president and the chancellor are responsible for scholastic direction, and are on location available for all in-depth questions. According to the opinion of the Euro-FH, this ensures decision-making and competencies are available at short notice for all relevant questions.

The Dean and the scholastic leadership rely on a team whose majority has also completed a university degree. Students can ask questions regarding organizational issues of their stu-

dent advisor from the Euro-FH team. Questions will be answered at short term, if necessary after a close consultation with the Dean or the scholastic leadership.

Study programme management, including the study and decision-making processes are based in individual areas on a detailed process description. Current or new questions are incorporated into the updating of the study and decision-making process description, to make sure it is always up-to-date as well as binding. This process description is available in peer review form. The collaboration of Deans, module supervisors, and other faculty, as well as administrative personnel is described in the quality management concept.

To ensure a continuation of scholastics the Euro-FH employs binding contracts. Authors who produce study materials transfer intellectual usage rights to the Euro-FH to ensure continuity here as well. For further services (for example, tutoring) individual contracts get signed. In general courses are covered by multiple tutors and lecturers, to avoid that absences due to research, vacation, or sickness affects the scholastics.

Further qualification of scientific and administrative personnel is implemented using target agreements, through 'learning on the job', taking part in workshops and meetings for university development, schoolings, distance courses or participating in congresses and conferences.

According to the Euro-FH, students are individually advised right from the beginning of their studies all the way to the end. Support for most of issues is given by the departments of application, study and examination services, as well as seminar organization. Each student also has a personal advisor who serves as their contact partner for all organizational and administrative questions, as well as questions regarding the process and organization of their study programme. For questions related to academic disciplines, students can turn to their respective tutors, who will answer them within 48 hours. Many administrative tasks can also be taken care of directly on the online campus.

The various faculty have central contacts that they can use for all relevant questions in conjunction with Deans and module supervisors:

- Authors can talk directly to the staff of the editorial office. Focus is here distance-learning appropriate and optically interesting study materials with exercises as integrated basis of a successful distance-learning program. With help from Print-on-Demand the materials can always be updated. Possible changes can thus be quickly integrated into the sent-out study booklets.
- Tutors can contact the department 'Faculty coordination'
- Lecturers can contact the department 'International office and seminar organization'.
- Deans of study programmes are always involved in important questions and discipline-related decisions and are in constant contact with the scholastic leadership.

Other support services result from internships and conferences, senate meetings, and tutor and lecturer meetings.

Appraisal:

Number and structure of the teaching staff correspond, even with their teaching assignments in other study programmes, with the programme's requirements. They also correspond, insofar as they are relevant, with the national standards. Measures for a personnel development and qualification are available.

The programme directors coordinate the activities of everyone involved in the programme and ensures that the programme runs smoothly. The organisation of studies ensures the implementation of the study programme concept.

Administrative support is ensured. Measures for a personnel development and qualification are available.

| | | Exceeds quality re-quirements | Does not meet quality requirements | n.r. |
|-------|--|-------------------------------|------------------------------------|------|
| 4.1 | Staff | | | |
| 4.1.1 | Faculty | x | | |
| 4.1.2 | Programme Director and organisation of studies | x | | |
| 4.1.3 | Administrative Staff | x | | |

4.2 Cooperation and Partnerships

Within the study programme no other organisations are involved in the field of teaching and learning.

| | | Exceeds quality re-quirements | Does not meet quality requirements | n.r. |
|-----|------------------------------|-------------------------------|------------------------------------|------|
| 4.2 | Cooperation and Partnerships | | | X |

4.3 Facilities and equipment

The Euro-FH makes use of a set of buildings together with the ILS Institut für Lernsysteme GmbH, the Fernakademie für Erwachsenenbildung GmbH, as well as the Hamburger Akademie für Fernstudien GmbH.

In addition to offices for Euro-FH staff, there are 20 seminar and group working rooms with up to 90 square meters with useable room configurations, seminar rooms with up to 120 square meters for the possibility of 25 to 210 people, with a total area of 1200 square meters available. This makes it possible for the study programmes to implement their planned on-campus seminars at the Euro-FH in Hamburg.

In addition to internet access in the seminar and lecture rooms, there is also available WLAN in all areas including break rooms. All rooms and all entries are equipped for the handi-capped and can be freely accessed.

According to experience of the Euro-FH, students in the distance-learning programme are generally already in the working world, that is why usage of an on-location library is limited. Because of this the Euro-FH offers all its students, faculty, and staff a direct access to re-search resources and literature via the online campus, such as for instance various data-banks. The Online access includes Ebsco, Springer Link and Statista. Nevertheless, the Hamburg site keeps a library that contains approximately 1500 books and 37 journals. There is also access to approximately 2300 electronic journals. The Euro-FH gradually increases the offerings of this library based on teaching and research requirements.

Appraisal:

The adequate implementation of the study programme is ensured with regard to the qualitative and quantitative facilities with regard to material and space. The rooms and the access to them are equipped for the disabled and barrier-freely accessible.

The proper implementation of the programme is ensured with regard to access to literature and, when indicated, access to digital media and relevant data bases, as well as support offers by the library staff.

| | | Exceeds quality re-requirements | Does not meet quality requirements | n.r. |
|-------|--------------------------|---------------------------------|------------------------------------|------|
| 4.3 | Facilities and equipment | | | |
| 4.3.1 | Teaching rooms | x | | |
| 4.3.2 | Access to literature | x | | |

4.4 Financing of the programme

The Euro-FH is a private university and generates its income exclusively from student program fees. The Euro-FH has been profitable since its founding. Also in 2015, it yielded a high positive result before taxes which already includes all costs of the ongoing organization as well as investments in new offers, personnel, technical equipment, and the necessary infrastructure.

The Euro-FH presented a loss assumption contract with its mother organization, the Deutschen Weiterbildungsgesellschaft (DWG) that in the unlikely event of a liquidity difficulty would ensure continuity of the organization. This contract is not bound by time or limit of funds.

Appraisal:

Appropriate financial support of the programme exists. It ensures that students can complete their studies.

| | | Exceeds quality re-requirements | Does not meet quality requirements | n.r. |
|-----|----------------------------|---------------------------------|------------------------------------|------|
| 4.4 | Financing of the programme | x | | |

5 Quality assurance and further development

The quality management of the Euro-FH strives to continuously improve according to the Deming-Kreis (PDCA Cycle). With regard to the teaching and the study programme, the quality management stipulates the following procedures of internal and external processes, which should involve all stakeholders:

External Procedures

- *State approval* (Behörde für Wissenschaft und Forschung),
- *institutional accreditation* (Wissenschaftsrat),
- *(Re-) accreditation* (FIBAA),
- *admission* (Zentralstelle für Fernunterricht) of study programmes,
- the *approval* of programmes regulations by the authorities

Internal Procedures

- *Suggestion and complaint management*
Feedback possibilities for students (via email through the online campus both generally and for specific study materials)
- *Student Surveys*
 - o Continuous student surveys for each module of the study programme (module evaluations)
 - o Continuous student surveys for the seminars of the study programmes (seminar evaluations)
 - o Additional targeted surveys of students (for example regarding the online campus, or regarding the mentoring programme)
- *Graduate Surveys*
 - o Surveys for each study programme when graduates finish the programme
 - o Surveys for graduates regarding career and personal development as a result of their studies at the Euro-FH
- *Faculty Surveys*
 - o Targeted surveys of faculty of the Euro-FH, especially with regard to teaching satisfaction, teaching concept, and evaluation of teaching offers
- *Internal Evaluations*
 - o Reporting through the supply of quantitative data (for example, average grades and failure quotas)
 - o Quality reports for study programmes (yearly)
 - o Professional conferences and tutor/lecturer meetings to develop study programmes, modules, and the scholastic programme
 - o Quality report of the presidium

Student workload is evaluated by students through the module evaluations and is included in the quality report of study programs. The Euro-FH uses comprehensive survey forms to evaluate the modules and materials. Within these, students' workload for learning and preparation for examination is considered. It is on this basis that individual modules and study programmes are evaluated insofar as the study booklets have proven to correspond to the expected indication for that subject. The success of a study module is determined through reports of average grades and failure rates and is also included in the quality report for study programs. Using graduate surveys should allow to determine possible reasons for a longer study duration, as well as an analysis of reasons for cancellation of studies.

For students already in the workplace, information regarding the financial and further development of graduates is collected generally right after finishing their studies with an exit evaluation. In addition, a study of student careers and personal development after studying at the Euro-FH is regularly carried out. Here graduates are generally surveyed between three and five years after they have completed their studies. Questions in this survey range from personal changes as well as career development effects as a result of having completed their studies.

All the information from module and seminar surveys, along with graduate surveys and other quantitative information (average grades, failure rates and student/graduate numbers) is included yearly in the quality report of each study programme Dean and the quality targets for the modules.

Appraisal:

Results of the HEI's quality management are taken into consideration in the further developments of the study programme. It takes into account the evaluation results and the analysis on student workload, success rate, and graduate employment.

| | | Exceeds quality re- quirements | Does not meet quality requirements | n.r. |
|----|--|-----------------------------------|---------------------------------------|------|
| 5. | Quality assurance and further develop- ment | x | | |

Quality profile

Higher Education Institution (HEI): Europäische Fernhochschule Hamburg, Euro-FH

Master-Study-Programme: Intercultural Management (M.A.)

| Criteria | Appraisal | | |
|---|------------------------------|------------------------------------|------|
| | Exceeds quality requirements | Does not meet quality requirements | n.r. |
| 1. Objectives | x | | |
| 2. Admission | | | |
| 2.1 Admission requirements | x | | |
| 2.2 Admission and selection procedure | x | | |
| 3. Contents; Structure and Didactics | | | |
| 3.1 Implementation of Content | | | |
| 3.1.1 Logic and conceptual coherence of the curriculum | x | | |
| 3.1.2 Rationale for degree and programme name | x | | |
| 3.1.3 Examinations and final thesis | x | | |
| 3.2 Structural Implementation | | | |
| 3.2.1 Structural concept and modular structure | x | | |
| 3.2.2 Study and exam regulations | | condition | |
| 3.2.3 Feasibility of study workload | x | | |
| 3.3 Didactical concept | x | | |
| 4. Academic Environment and Framework Conditions | | | |
| 4.1 Staff | | | |
| 4.1.1 Faculty | x | | |
| 4.1.2 Programme Director and organisation of studies | x | | |
| 4.1.3 Administrative Staff | x | | |
| 4.2 Cooperation and Partnerships | x | | |
| 4.3 Facilities and equipment | | | |
| 4.3.1 Teaching rooms | x | | |
| 4.3.2 Access to literature | x | | |
| 4.4 Financing of the programme | x | | |
| 5. Quality assurance and further development | x | | |